

Alameda County
Congestion Management Agency



Program Evaluation

APRIL 2004

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Executive Summary

Introduction

The Alameda County CMA Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. This report presents the results of the sixth annual program evaluation and covers program operations during 2003 including comparison with previous years. The evaluation provides information about:

1. The effectiveness of the program's administration;
2. Statistics on employer and employee participation and trips taken;
3. The program's success in causing an increase in the use of alternative modes; and
4. Recommendations about any area(s) that need modification or expansion.

This executive summary includes a program description, overview of historical trends, summary of major findings of the evaluation, and program recommendations.

Program Description

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (CMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District.

The GRH Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of emergency on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 100 employees at worksites located in Alameda County. As of December 31, 2003, 110 employers and 2,785 employees were registered with the program.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking. Based on this stated objective, the program can be considered a success. Each year of operation, the program has seen an increase in the number of participants who use alternative modes and an increase in the frequency with which they use alternative modes.

Historical Trends

The Guaranteed Ride Home Program began as a demonstration program in 1998. Over the course of the last six years, GRH has grown into a smoothly operating program with 110

registered employers, nearly 2,800 registered employees, and about 150 trips provided each year.

Although the total number of employers registered declined in 2003, the number of new employers registered last year increased compared with recent years. Seventy-two (72) employers registered with the program during the initial six-month demonstration period. Another 28 registered during the 1999 operating year, and 19 registered during the 2000 operating year. In 2001 and 2002, 13 and 12 new employers joined the program, respectively. Fourteen (14) new employers registered in 2003. The program now has a total of 110 participating employers. The total number of registered employers has decreased from recent years because several employers have either relocated (outside Alameda County), gone out of business, or lost interest in the GRH program.

During the initial six-month demonstration period, about 880 employees joined the Guaranteed Ride Home Program. Another 794 joined during the 1999 operating year, and 591 in the 2000 operating year. In 2001 and 2002, 494 and 525 new employees joined, respectively. In 2003, the number of new employees registered for the program rivaled its first years of operation with 710 new employee participants. The program now has nearly 2,800 registered employees.

A total of 824 trips have been provided from the time of the Program's inception through the end of 2003. During the 2003 operating year, 149 trips were taken, consistent with recent years (148 in 2001 and 144 in 2002). Most registered employees (89%) never take a trip. Of those who have taken trips, the vast majority (81%) have taken only one or two trips. This demonstrates the "insurance" nature of the program.

Based on the fact that each registered participant may take up to six trips in a one-year period, the rate that guaranteed rides are taken is very low. For example, at the end of 2003, there were a total of 16,710 potential rides based on a total enrollment of 2,785 employees. However, only 149 trips were actually needed that year (less than 1% of potential trips).

Figure ES-1 illustrates some key historical trends for the Guaranteed Ride Home Program.

Figure ES-1 Guaranteed Ride Home Program Historical Trends

Trend	1998¹	1999	2000	2001	2002	2003
Program Participants²						
Total Number of Employers	72	100	119	132	127	110
New Employers Registered	72	28	19	13	12	14
Total Number of Employees	880	1,674	2,265	2,759	2,664	2,785
New Employees Registered	880	794	591	494	525	710
Trip Statistics						
Total Number of Trips Taken	57	156	168	148	144	149
Total Number of Rental Car Trips					8	10
Average Trips per Month	6.3	13.0	14.0	12.3	12.0	12.4
Average Trip Distance (miles)	28.7	36.2	37.8	42.5	42.9	45.2
Average Trip Cost	\$54.51	\$64.29	\$69.73	\$86.37	\$88.07	\$94.19
Survey Results						
Number of Surveys Collected	215	350	270	346	517	619
Survey Response Rate	N/A	21%	12%	12%	19%	22%
Percent Who Would Not Use an Alternative Mode Without GRH	15%	16%	19%	19%	34%	41% ³
Increase in the Percent of Those Using Alternative Modes Four or More Times a Week	N/A	10%	15%	8%	15%	17%

1 The Program began in April of 1998.

2 The number of new employers and employees registered in previous years is actually higher than shown in the table. Some employers and employees have been deleted from the database due to job changes and employers going out of business. The numbers shown in the table are based on those currently registered in the database.

3 This figure includes 12% of respondents who stated that they would discontinue using alternative modes and go back to driving alone, as well as 29% of respondents who stated that they would use alternative modes less frequently.

Major Findings of the Evaluation

The program evaluation consisted of an examination of the program's administrative functions, statistics on employer and employee participation and use, data from the surveys of participating employees, and recommendations for program changes and enhancements. The following sections present the major findings from the evaluation.

Program Administration

Program Operating Principles

The eligibility requirement for employers to have 100+ employees should be reconsidered. Our experience administering the program has indicated a strong correlation between the success of a program in registering employees and the commitment of employer contact rather than the number of employees with the employer. Marketing time and expense is more efficiently concentrated on employers with representatives who have time and inclination to promote the program rather than those who have a lot of employees. Reducing or eliminating this threshold would more effectively accomplish program goals by reducing marketing time spent (in the form of "cold calls") on contacting large employers with no interest in the program. This recommendation is discussed in greater detail at the end of the Executive Summary under recommendations.

The process of enrolling and getting an emergency ride home continues to work smoothly.

- The use limitation of six trips per year continues to be appropriate. Very few program participants reach the limit. None reached the limit in 2003, and only two people took five rides, and five people took four rides.
- The rental car program has realized an estimated savings of over \$1,100 on ride costs compared to if those rides were taken by taxi, and participants who used rental cars were please with the flexibility and convenience of this new option.

Marketing and Promotions

- Approximately one-tenth of program resources are dedicated to marketing and promotion. This time is spent marketing both to employers and their employees in the form of making calls, distributing flyers, and giving presentations and events. The program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations that promote commute alternatives. However, employers who are not interested in the program cause a higher portion of time and money to be spent on marketing and administration.
- The availability of the marketing materials in electronic format continues to be a useful and inexpensive tool for promoting the program.

Employer and Employee Participation

Employer and Employee Registrations

- Both the number of new employers and new employees increased in 2003. However, the total number of registered employers actually declined from recent years due to a high number of employers being identified as “inactive” because they have relocated (out of Alameda County), gone out of business or lost interest in the GRH Program. As of December 31, 2003, 110 employers and 2,785 employees were registered.
- North and east Alameda County continue to be the areas with the most employers enrolled in the program. A large percentage of registered employers are located in Pleasanton, partly because of the concentration of employers in the Hacienda Business Park (where all employers are eligible regardless of size because of their location in the business park which includes over 400 employers).

Trips Taken

- Through 2003, a total of 824 trips (806 taxi trips and 18 rental car trips) have been taken. 149 trips were taken during the 2003 calendar year for an average of 12.4 trips per month. The number of trips taken in 2003 was consistent with recent years.
- Eighty-nine percent (89%) of the employees enrolled have never taken a trip. Of the 422 employees who have taken a trip since program inception (1998), 81% have taken only one or two rides.
- Personal illness was the most common reason for taking a trip in 2003 (30% of trips), followed by unscheduled overtime (26%).
- Those who carpool or vanpool are more likely to use a guaranteed ride home trip than those who use other alternative commute modes. Sixty-four percent (64%) of guaranteed rides home were used by car- and vanpoolers.
- The average trip distance has increased every year of the program. The average trip distance for all trips in 2003 was 45.2 miles. The average trip distance for rental car trips only was 72.5 miles. This indicates an even greater cost saving from the rental car program because the cost to rent a car is fixed while taxi rides cost more for longer trips.
- The average taxi trip cost has increased every year of the program. The average taxi trip cost in 2003 was \$97.01.
- The rental car program is new to the 2003 Program year and has proven to provide significant cost savings. The cost of a rental car trip is \$55.00. It is estimated that the use of rental cars in 2003 saved \$1,120 in trip costs.

Employee Commute Patterns

- The most common trip-origin cities are Pleasanton and Oakland. The most common trip-destination cities are Oakland, Manteca and Tracy.

- The most common trip destination county is Alameda County, followed by San Joaquin, Contra Costa and Solano Counties. These four counties comprise 70% of the trip destinations.

Employee Survey

The 2003 survey differed from past surveys in that it was distributed and completed primarily online. We attempted to contact all employer representatives (some were non-responsive despite repeated attempts) to request their assistance with the distribution of the survey. When employers were not available or by special request, we contacted employees with the survey directly. Of the 2,785 employees currently enrolled in the program, 619 surveys were completed, resulting in a 22% response rate, an increase from last year's 19% response rate. Of them, 478 (77%) surveys were completed online. The respondents represent 55 different participating employers, or approximately 73% of all active employers with one or more employees registered with the program. Both employer and employee participation has increased this year probably due to the ease of completing the survey electronically.

Use of Alternative Modes

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2003 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 78% of respondents who used to drive alone said that it was at least somewhat important. Most, 61%, of all respondents reported that the GRH program encourages them to use alternative modes more days than they would otherwise. If the GRH Program were not available, the majority (59%) reported that they would continue to use an alternative mode.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH program. Both before and after the program, the most common modes were BART, driving alone, and carpooling. Program participants reported a 54% reduction in the number of days they drive alone since enrolling in GRH. Compared with past years' survey findings, more participants are using alternative modes 4 or more days per week, and fewer one or fewer days.
- Using these survey findings, we are able to extrapolate the impact of the program on travel behavior of all participants. The program reduces nearly 30 thousand miles of single occupancy vehicle travel and close to one thousand single-occupancy vehicle (SOV) trips per day. When annualized and compared with program costs, GRH costs \$13.47 per thousand SOV miles reduced and \$0.45 per SOV trip reduced.

Other Commute Characteristics

- Commute distances are generally 50 miles or less (88%). Half (50%) are between 11 and 35 miles.

- Most (69% each) program participants travel to work during peak commutes hours of 7-9 AM and 4-6 PM.
- About half (52%) of respondents do not drive alone to access their primary commute mode of transit or ridesharing.

Customer Service Ratings

The survey includes two questions to evaluate participant's level of satisfaction with the customer service provided in the program. Additional information on service satisfaction is collected in the survey participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH. However, wait time for a taxi was slightly longer than stipulated in the contract (74% waiting 15 minutes or less – it should be 80% – and 7% waiting longer than 30 minutes – it should be none). One passenger waited for 75 minutes for Friendly Cab on one occasion. When we receive complaints about long wait times, we follow-up with the appropriate provider. If complaints become more frequent, the taxi providers are aware that we will discontinue their contracts.

Recommendations

1. Continue to implement a comprehensive marketing approach.

In 2003, marketing efforts will focus on 1) co-marketing with other programs promoting commute alternatives; 2) direct marketing to employers (through RIDES or directly to employers from a list, if we buy one); 3) maximizing program exposure via the internet and other media; and 4) maintenance marketing and outreach activities directed to inactive (or minimally active) employers throughout Alameda County. Following is a further explanation of some of these efforts:

- **Continue co-marketing efforts with other organizations that promote commute alternatives.**

The GRH Program will continue to focus on building partnerships with other organizations that promote commute alternatives, including RIDES, local transit agencies, vanpool providers and commute benefit providers (such as Commuter Check).

- **Continue to directly market the program to large employers in the county as well as large business and office parks.**

We will work with cities and chambers of commerce to identify large employers and business/office parks in the county who have not yet received information about the GRH program. We will target marketing efforts at these employers, particularly those

who are located in underrepresented areas. We should also consider purchasing a list of major employers from InfoUSA for \$200 and contact them about GRH (which would take about 90 hours from other types of program marketing).

- **Contact inactive, or minimally active, employers who are already enrolled.**

We will also continue to contact employers with very few or no registered employees in order to increase employee enrollment among those employees who are already eligible for the program. These outreach efforts will also help staff identify those employers who are no longer interested in participating in the GRH program.

2. Consider having a new video made to promote the Program.

Employers occasionally request the video to promote GRH to their employees. However, the video no longer includes current information such as the rental car program and the necessity to give the taxi driver a tip. The video could also be changed to emphasize how to avoid recent problems with the program such as participants inadvertently using the wrong cab company. It will be important to evaluate the cost effectiveness of video production relative to its ability to recruit new employee registrants and determine if this is a productive use of funds. The approximate cost to update the video is \$10,000; these funds would need to be supplied in addition to the program's existing budget.

3. Administer a survey to employer representatives.

The CMA program manager inquired how employers currently market GRH. This question and a number of others could be answered with an employer survey. An employer survey might also include number of employees, other commute services provided, additional contact information, and level of commitment to the GRH program. Surveys also provide an opportunity to contact employers to foster a higher level of communication and increased awareness of the GRH Program. This recommendation could be implemented as part of the existing program budget included with marketing efforts.

4. Evaluate the impact of expanding the rental car program countywide.

The evaluation of the rental car program is displayed in Chapter 3 (Figure 3-14). We will conduct a similar evaluation of the countywide program in the 2004 program evaluation report.

Chapter 1. Introduction

The Alameda County CMA Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. Over the course of the last six years, the program has matured from a demonstration program with a handful of participating employers to a robust program with more than 100 registered employers, nearly 2,800 registered employees, and nearly 150 trips provided per year. The program runs very smoothly as indicated by the consistently high customer service ratings and relatively few complaints.

This report presents the results of the sixth annual Guaranteed Ride Home Program Evaluation. This evaluation covers the program's operation during the 2003 calendar year and is meant to provide information about the effectiveness of program administration, statistics on employer and employee registration and trips taken, program impact on mode choice, and recommendations to address any area(s) needing improvement or expansion. Where notable, differences over the course of the last six years are identified.

Background

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (CMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District.

The GRH Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of emergency on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 100 employees at worksites located in Alameda County, and participating employees must live within 100 miles of their worksite and be permanently employed part-time or full-time.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking.

Report Organization

This report includes the following chapters:

Chapter 2 – Program Administration

This chapter examines administrative functions of the program, including the program's operating principles and marketing and promotions.

Chapter 3 – Employee and Employer Participation

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, and trips taken. Information in this chapter is based on data recorded in the program's database.

Chapter 4 – Employee Survey

This chapter presents the results of the annual survey and ride questionnaires of participating employees in the Guaranteed Ride Home Program. The survey asked questions about employees' use of alternative modes and their opinions about the quality of customer service provided by the program.

Chapter 5 – Recommendations

This chapter identifies program opportunities and recommendations based on the analysis in Chapters 2, 3, and 4.

Chapter 2. Program Administration

This chapter examines the administrative functions of the Alameda County CMA Guaranteed Ride Home Program. These include two major categories: 1) the program's operating principles and 2) marketing and promotions.

Program Operating Principles

The program's operating principles cover eligibility requirements, allowable uses and use limitations, the process for getting a ride, and vendor payment.

Eligibility Requirements

The eligibility requirements for this program are:

- The employer must be registered with the program (with a local, designated employer representative who will have a few hours a year to dedicate to the program). Eligible employers must have 100 or more employees working at sites located in Alameda County;
- The employee must pre-register as a participant in the program; and
- Participants must be permanent (non-seasonal) part-time or full-time employees.

An alternative mode must be used on the day the ride is taken. (There is no minimum requirement for regular alternative mode use, however.) Approved alternative modes include riding transit (including buses, trains, and ferries), ridesharing, bicycling, and walking. Motorcycles and airplanes are not considered alternative modes.

Eligibility requirements are designed to provide the greatest return on investment for the CMA's program. Limiting the program ensures that only those who use alternative modes and who have true emergencies will take advantage of the free ride. Furthermore, requiring employers, as well as employees, to register (and designate an employer contact person) enables the program to more effectively engage employers in actively marketing the program to their employees. Employer contacts also help distribute the annual program evaluation survey to program participants, and provide information to the Program Administrator about employees who have been laid off or who have left and should be removed from the program database.

Allowable Uses and Use Limitations

A participating employee may use a guaranteed ride home under the following conditions:

- The employee or immediate family member suffers from an illness or crisis (death in family, break-in, fire, etc.);

- The employee must work unscheduled overtime (requires his or her supervisor's signature); or
- The employee's ridesharing vehicle breaks down or the driver has to stay late or leave early.

The employee may make an emergency-related side trip on the way home (i.e. picking up a sick child at school or picking up a prescription at a pharmacy). Each employee may take a guaranteed ride home up to twice in any calendar month, but no more than six times in one calendar year.

Guaranteed rides home may not be used for:

- Personal errands,
- Pre-planned medical appointments,
- Ambulance service,
- Business-related travel,
- Anticipated overtime or working overtime without a supervisor's request,
- Non-emergency side trips on the way home, or
- Instances in which public transit (BART, train, ferry or bus) is delayed.

Use limitations help manage program resources by ensuring that no one participant takes an excessive number of rides. Restrictions on the number of rides per year or month also help curb potential abuse of the program.

From the GRH Program's inception in 1998 through December 31, 2003, 824 rides were taken by 422 different employee participants. Of these 422 participants, about 270 or 65% have taken only one ride.

The use limitation of six rides per calendar year and no more than two rides per calendar month continues to be reasonable based on usage patterns over the past years. (Many guaranteed ride home programs have stricter limitations and allow only four or five rides during a calendar year.) During 2003, no participant took the maximum allowable six rides. Two participant took five rides, and five took four rides.

Process for Getting a Ride

When an employee registers with the program, she receives: 1) one guaranteed ride home voucher, 2) detailed instructions and a list of service providers to contact directly to arrange a ride, and 3) a follow-up questionnaire. Registered employees should have all of the necessary materials at their desks when the need to take a guaranteed ride home arises.

Employees are instructed to follow a six-step process for getting a guaranteed ride home via taxi:

- **Step 1:** Call one of the transportation providers to arrange a ride and inform them that this is an Alameda County CMA Guaranteed Ride Home call.
- **Step 2:** Fill out the employee section of the voucher. Give the voucher to the driver at the beginning of the ride.
- **Step 3:** At the end of the ride, ask the driver to fill out his/her portion of the voucher.
- **Step 4:** Sign the employee section of the voucher. Keep the pink copy and give the other two copies to the driver.
- **Step 5:** Tip the driver (10-15% is customary).
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire and mail or fax it with the employee copy of the voucher to the GRH Program Administrator.

As of October, 2002, employee participants who work in Dublin, Pleasanton and Livermore are instructed to rent a car for their ride home if they live 20 miles or more from their workplace and are able to meet the following requirements:

- A ride is needed for reasons other than personal illness or crisis (This criterion assumes that a personal illness or crisis would impair someone's driving ability and thus make it unsafe for him or her to rent a car.);
- The participant knows how to drive, feels comfortable driving, is age 21 or older, and has a valid California driver's license;
- The ride is requested during Enterprise business hours (M - F 7:30 AM - 6 PM; Sat. 9 AM - 12 noon); and
- The participant is able to meet the vehicle return requirements (by 9:30 AM the next morning, including Saturday to a location acceptable to the rental car agency).

This program is currently in the process of being expanded countywide. Similar to taxi rides, employees are instructed to follow a six-step process for their guaranteed ride home via rental car:

- **Step 1:** Call 1-800-RENT-A-CAR. Calls will automatically be routed to the closest Enterprise Rent-A-Car office (cell phone calls are routed to a main number). Inform the agent that this is an Alameda County CMA Guaranteed Ride Home call and provide the customer number.
- **Step 2:** Call before 5:00 PM to ensure that a vehicle will be available, or as soon as you know you will need a ride to arrange for a drop-off time. An Enterprise agent will drop off the vehicle at the employee's worksite within 30 minutes (or as arranged with Enterprise) and pick it up by 9:30 AM the following morning.
- **Step 3:** Provide the Enterprise agent with a valid California's driver's license showing that you are 21 years of age or older and sign a rental agreement. Give the voucher to the Enterprise agent when you receive your vehicle. After the agent fills out the service provider section of the voucher, retain the pink copy of the voucher.

- **Step 4:** Employees are required to pay for the gas in the vehicle and to return the vehicle with the tank filled to the same level as when the vehicle was issued.
- **Step 5:** Return the car to the employee's worksite the following morning and call the Enterprise branch before 9:30 AM to arrange for pick-up. If the employee is prevented from returning the car by 9:30 AM, call the Enterprise branch to make arrangements.
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire and mail or fax the pink copy the voucher along with the completed questionnaire to the GRH Program Administrator.

During 2003, the program initiated an expansion of the rental car program throughout the entire county. This expansion is expected to be fully implemented very soon (in 2004).

Periodically, a request is made to enroll an employee of a participating employer in the program on the same day a guaranteed ride home is needed. Contact persons at participating employers are provided with two extra voucher packets, including a registration packet, follow-up questionnaire and taxi list to use when these cases arise. Employees can contact their employer's GRH representative to register with the program and get a trip voucher and taxi list (or Enterprise Rent-A-Car contact information where applicable) for the ride home. The employee must, however, complete the registration form and liability waiver and fax them to the program administrator before taking the ride home.

Vendor Payment

Before vendors are paid each month, the GRH Program Administrator:

1. Compares the mileage and fare amounts listed on each taxi voucher submitted by the vendor to the mileage estimate and fare shown on the corresponding employee paperwork (follow-up survey and voucher). The Program Administrator also makes sure that the fare is in line with the negotiated rate per mile. For rental car rides, the Program Administrator checks to make sure that the program is charged no more than the negotiated rate per ride of \$55.00.
2. Searches the employee database for the employee's record to make sure that the employee is signed up for the program.

Vendors are paid monthly for all approved vouchers in a calendar month. Vouchers that are not approved are reviewed with the service provider within 30 days of receipt. The Alameda County CMA will be the final appeal for any payment disputes.

This vendor payment system has been working well. There have been no payment disputes to date.

Marketing and Promotions

In general, approximately one-tenth of the program's administrative resources are dedicated to marketing and promotion. To the extent possible, the program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations such as RIDES for Bay Area Commuters, Inc., the U.S. EPA's Best Workplaces for Commuters program, Enterprise Vanpools, VPSI Vanpools, Commuter Check and WageWorks (a company that assists employers in providing commute benefits). In 2003, marketing efforts were directed primarily toward following up with employers with whom RIDES had met and presented information about the GRH Program.

All of the program marketing recommendations made in the 2002 Program Evaluation Report were implemented in 2003:

- We continued our co-marketing efforts with RIDES, local transit agencies, vanpool providers, and the U.S. EPA's Best Workplaces for Commuters program. Our partnership with RIDES has been the most effective with regard to attracting new employers to the program. As part of its outreach efforts, RIDES meets with employers to discuss commute alternatives and presents information on the GRH Program. GRH Program staff then follow up with employers to answer any questions they may have and encourage them to enroll in the program.
- We continued to directly market the program to large employers in the county as well as large business and office parks. We accomplished this through our follow up with RIDES contacts as well as through attendance at transportation and benefits fairs.
- We contacted inactive and minimally active employers as part of our annual program evaluation survey effort and updated the program database by eliminating employers that had closed or relocated and employees who had left their employer.

The GRH Program employs a number of marketing tools and strategies that are used to market the program to both prospective employers and employees. The program's marketing tools and strategies include the following:

Program Literature

Program literature includes Employer and Employee Guides (brochures) and registration forms, instruction sheets, vouchers, follow-up questionnaires, posters, and flyers. The Employer Guide promotes the benefits of the Guaranteed Ride Home Program to employers, identifies the responsibilities of the CMA in providing the service and of the employer when participating in the program, and explains how the program works. The Employer Guide also includes an employer registration form that all participating employers complete and submit to the GRH Program Administrator by fax or mail.

The Employee Guide promotes the idea that, with the Guaranteed Ride Home Program, a participating employee will never be stranded in an emergency. The message in the

Employee Guide is that the program is a type of insurance policy that eases people's worries when using an alternative transportation mode and that encourages others to try an alternative mode for the first time. The guide also explains the program's rules and parameters (under what circumstances and how many times per year the program can be used, etc.) and walks the employee step-by-step through the process of getting an emergency ride home. Each Employee Guide contains a registration form, including a liability waiver, which employees complete and mail or fax to the Program Administrator. Employees can now register via the program's web site as well.

All program literature (with the exception of ride vouchers) is available in both electronic and hard copy form. This enables the Program Administrator to respond to requests for program literature within 24 hours (or less) by attaching the electronic files to an e-mail message. Not only do program participants receive information in a timely manner, but the program also saves time and money by not having to assemble and mail hard copy materials. Because both the employer and employee registration forms require a signature, the registration materials must be printed and then mailed or faxed, rather than e-mailed, to the Program Administrator.

Web Site

The program's web site (www.grh.accma.ca.gov) provides easy access to all program literature (which can be downloaded as PDF files), and employees can register for the program online. (Employees must still print out and fax or mail their signed liability waivers, however.) When interested employees call, program staff can refer them to the web site for additional program information and registration. This enables the program to reduce the number of hard copy brochures that are mailed and printed, and allows interested employees to obtain detailed information about the program immediately.

Video

In 2000, a 10-minute video was produced that introduces the Guaranteed Ride Home Program, explains how it works, and provides positive testimony from participating employers and employees about the difference the GRH Program has made in their lives. In the past, the Program Administrator has used the video to help participating employers get the word out about the program internally and to attract new employers to the program. The video could also be displayed on local TV stations. Audiences generally have a very positive reaction to the video. Unfortunately, some of the information in the video is now outdated (the video was produced before the rental car option became available), and it may no longer be appropriate to distribute it to employers. This is discussed further in Chapter 5.

Media Coverage

Media coverage provides a means of free advertising for the program, and, while relatively limited, these opportunities can be useful in promoting the program to a large number of employees and employers. In 2003, the program did not receive any significant media

coverage due to a lack of program changes worth reporting. However, expansion of the rental car program county-wide and any change in program policy (such in the employer size requirement) would provide an excellent opportunity for this type of marketing.

On-Site Visits and Events

Program staff have taken advantage of opportunities to hold tabling and information sessions and participate in transportation and benefits fairs held at work sites of participating employers and business parks. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and new employers to sign up. Program staff participated in three different events in 2003, including a transportation fair at the Hacienda Business Park in the City of Pleasanton, a family transit fair in the City of Livermore, and a benefits fair in Oakland sponsored by the Metropolitan Transportation Commission. Program staff will continue to attend events promoting commute alternatives in 2004.

Direct Marketing to Employers

In the past, the Program Administrator has conducted mailings and phone calls to potential employers using lists obtained from RIDES and Chambers of Commerce. Enterprise and VPSI vanpools have also provided potential employer contacts. In 2003, direct marketing efforts were limited to those employers who were referred to the program by RIDES or the vanpool companies, or who were contacted during on-site marketing events. We have found that this is the most efficient and effective use of our marketing resources. In 2003, 17 employers were contacted, five of whom registered for the program. In total, 14 new employers enrolled in the program in 2003.

Another aspect of employer marketing is contacting already registered employers to renew relationships with employer contacts, update employee lists, and facilitate the functioning of the program with existing enrollees. As part of the annual program evaluation, all employers participating in the program were contacted via post, email and/or telephone. In 2004, efforts to contact employers with few or no employees enrolled in the program will continue, as will activities to support employers who actively promote the Guaranteed Ride Home Program to their employees.

Summary

Program Operating Principles

- The process of enrolling and getting an emergency ride home continues to work smoothly. The program realized \$1,120.08 savings from the use of rental cars this year (see Figure 3-14).
- The use limitation of six trips per year continues to be appropriate. Very few program participants reach this limit. No one reached the limit in 2003, and two people took five rides and five took four rides.

Marketing and Promotions

- All program literature continues to be available in both hard copy and electronic formats.
- Employees and employers can download registration forms (as PDF files) and other program information from the program's web site, and employees can register online. The program's web site and email address are now printed on all employee brochures.
- Program staff participated in three different tabling and information sessions in 2003, including one transportation fair in the City of Pleasanton, another in the City of Livermore, and a benefits fair sponsored by the Metropolitan Transportation Commission. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and some employers to sign up.
- A total of 17 new employers were contacted about the program, five of whom registered for the program. An additional nine employers registered, finding out about GRH through RIDES or the internet and signing up based on their own initiative, resulting in a total of 14 new employers in 2003.

Chapter 3. Employer and Employee Participation

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, trips taken, and employee commute patterns. Information in this chapter is based on data recorded in the program's database.

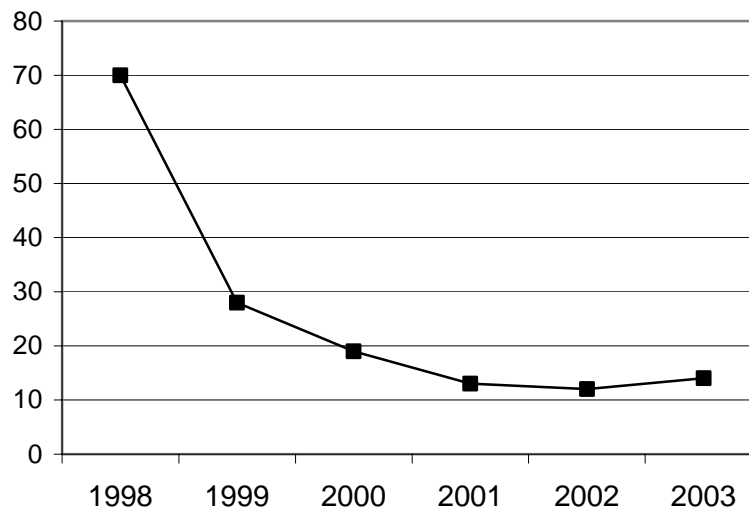
Employer and Employee Registration

Number of Employers

As of December 31, 2003, 110 employers were currently enrolled in the Guaranteed Ride Home Program. The program registered a total of 159 employers in the period from 1998 to 2003, however several employers have relocated, gone out of business, or lost interest in the program and have been marked "deleted" or "inactive" in the database (records are never permanently deleted from the database). The enrollment figure reflects only those employers who are currently registered and active in the program. Figure 3-1 shows the number of employers registered by year.

The largest number of employers was enrolled in the first year of the program (70 employers). 2003 showed a slight increase in the number of new employers registered for the program compared with the most recent couple of years. In 2003, 14 new employers were enrolled with the program.

Figure 3-1 Number of New Employers Registered by Year



Note: The figure does not include the employers that have been marked "deleted" or "inactive" in the database since the Program's inception.

Geographic Distribution of Employers

Figure 3-2 presents the number of employers by location in Alameda County. The City of Pleasanton continues to be the location of the largest number of employers registered for the program with 27 employers. This high number of employers can be partially attributed to two factors:

1. Sixteen, or 59%, of these employers are part of the Hacienda Business Park. When Hacienda signed up as a registered employer, all 400+ employers became eligible for the program.
2. The City of Pleasanton has its own Commendable Commutes Program with a very active Program Manager. The Program Manager for the Commendable Commutes Program has been very involved with signing up employers for the Alameda County CMA Guaranteed Ride Home Program. The coordination between these programs shows how the CMA program can be used to leverage other local transportation demand management (TDM) investments (such as Commendable Commutes or RIDES).

Oakland has nearly as many GRH employers as Pleasanton with 25. This is likely the result of a high number of large employers being located in Oakland. Fremont and Berkeley have fewer than half the employers of Oakland (12 and 11 respectively), but their high numbers compared to the rest of the county are also likely due to a concentration of employers.

Figure 3-2 also shows that north and east Alameda County have the greatest number of enrolled employers. Not surprisingly, these two areas of the County also have the greatest number of large employers.

Figure 3-2 Employers by Location

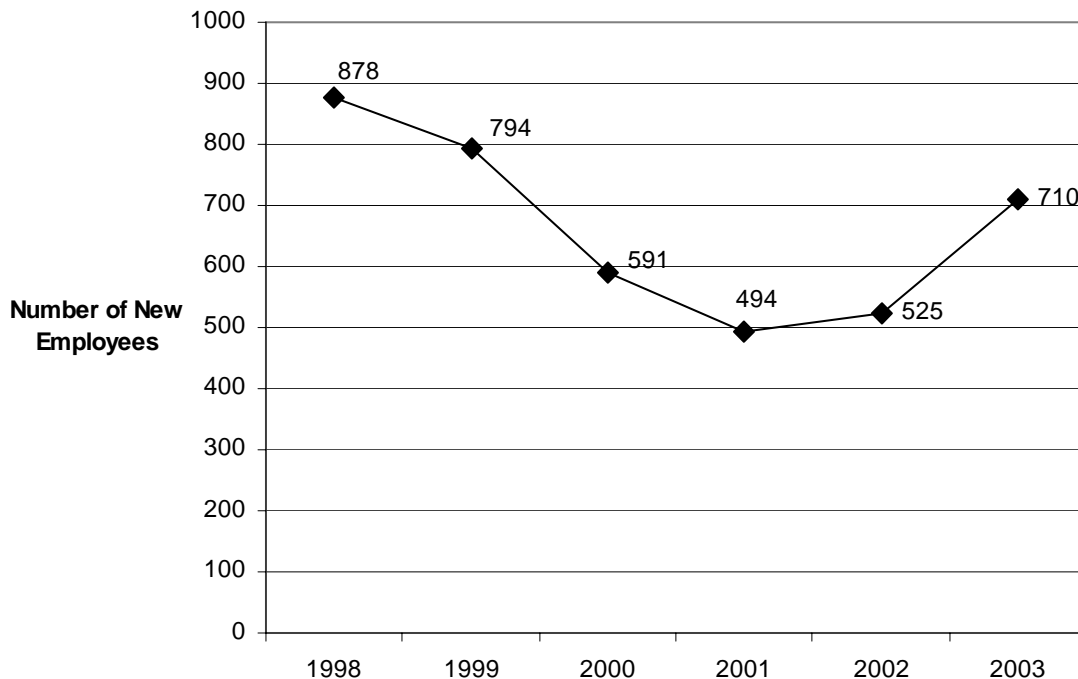
Location	Number of Employers
East	
Dublin	2
Livermore	9
Pleasanton	27
<i>Subtotal</i>	<i>38</i>
North	
Alameda	9
Berkeley	11
Emeryville	4
Oakland	25
<i>Subtotal</i>	<i>49</i>
South	
Fremont	12
Union City	1
<i>Subtotal</i>	<i>13</i>
Central	
Hayward	8
San Leandro	2
<i>Subtotal</i>	<i>10</i>
Total	110

Number of Employees

Through 2003, 2,785 employees are currently enrolled in the Guaranteed Ride Home Program. Figure 3-3 shows the number of employees registered by year. As with the employer data, the total number of new employees registered since program inception is actually higher because employees are marked “deleted” in the database when the Program Administrator learns that they have left their employer and are no longer eligible for the program. The enrollment figure reflects only those currently registered.

The largest number of employees was enrolled in the first year of the program (878 employees). However, 2003 showed a distinct upswing rivaling the first couple years of the program. In 2003, 710 new employees registered with the program.

Figure 3-3 Number of New Employees Registered by Year



Number of Employees by Employer

Eighteen employers have 20 or more employees signed up with the program (Figure 3-4). Seven of these 18 employers have over 100 employees registered. These employers have demonstrated a strong commitment to promoting commute alternatives. This measurement provides additional support to the supposition that marketing efforts are best spent on employers with an active GRH representative.

On the other hand, 57 employers have fewer than 20 employees registered in the program and 35 employers have no actively registered employees.

Figure 3-4 Employers with Over Fifty Employee Participants

Company	City	Number of Registered Employees
Kaiser Permanente	Oakland	801
Lawrence Livermore National Laboratory	Livermore	300
New United Motor Manufacturing, Inc. (NUMMI)	Fremont	239
UC Berkeley Department of Parking and Transportation	Berkeley	191
Farmers Insurance Group, Inc.	Pleasanton	136
City of Oakland	Oakland	123
Caltrans - Department of Transportation	Oakland	118
City of Berkeley	Berkeley	97
Alameda County Employee Services	Oakland	76
Lawrence Berkeley National Laboratory	Berkeley	68

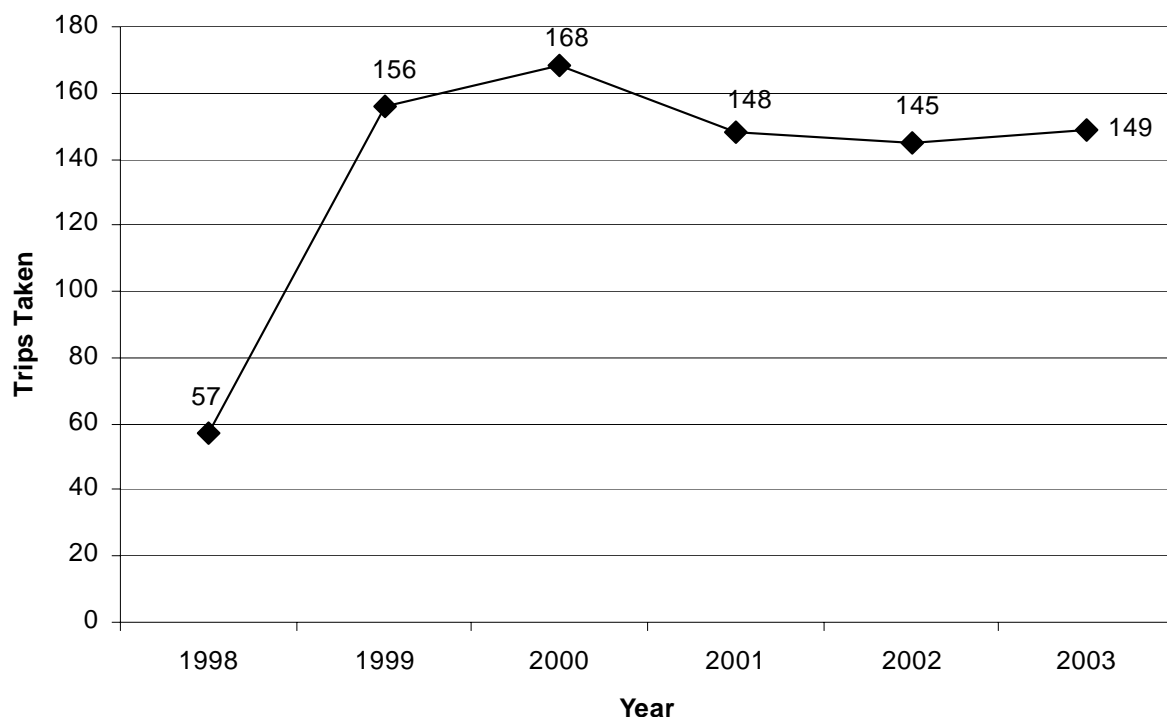
Trips Taken

Total Number of Trips

A total of 824 guaranteed ride home trips have been taken from the program's inception through the end of 2003. Of these, 806 trips were taken via taxi and 18 trips were taken using rental cars. During 2003, a total of 149 trips were taken. Of these, 139 trips were via taxi and 10 were made with rental cars.

The total number of trips this year is consistent with the past few years (Figure 3-5). A total of 145 trips were made in 2002 and 148 trips in 2001. The average number of trips per month was 12.4 in 2003, 12.0 in 2002, 12.3 in 2001, 14.0 in 2000, 13.0 in 1999 and 6.3 in 1998.

Figure 3-5 Number of Trips Taken Per Year Since Program Inception



Note: Trips recorded in 1998 occurred over a nine-month period, as the program began on April 9, 1998.

Trips by Employee

Most program participants take rides very infrequently or not at all. This demonstrates the “insurance” nature of the Guaranteed Ride Home Program. Of the 3,965 employees ever registered for the program at the end of 2003, 3,543 (89%) have never taken a ride. Figure 3-6 shows the number of trips taken by employees who have actually used the service.

Since program inception, a total of 422 individual employee participants have taken rides. The majority (81%) of those have taken only one or two rides. Only 80 program participants have taken three or more rides since the Program’s inception. During 2003, no one took the maximum-allowable six trips. Two people took five rides, and five took four rides.

Figure 3-6 Number of Trips Taken by Employee Since Program Inception¹

Number of Rides Taken	Number of Employees	Total Number of Trips Represented
22	1	22
20	1	20
13	1	13
12	1	12
10	1	10
9	3	27
8	2	16
7	3	21
6	11	66
5	10	50
4	18	72
3	28	84
2	69	138
1	273	273
TOTAL	422	824

¹ Employer and employee data was not available for six voucher records. We assumed six different people took these rides.

Trips by Employer

Figure 3-7 shows the number of trips taken by employer during 2003. Four employers account for ten or more trips each. Larger employers tend to have a formal Employee Transportation Coordinator position to help their employees with their commutes. These employers have done a good job of getting program information to their employees and have the most employees signed up with the program. Therefore, it is not surprising that these employers also have high usage rates. Additionally, many of the employees who work for New United Motor and Federal Express carpool or vanpool to work. This is due to the fact that these employers are not in transit-accessible locations and that many employees have “graveyard” shifts. Employees who use these types of alternative modes are more likely to need to use their vouchers, given the less flexible nature of these commute options.

Figure 3-7 Trips Taken by Employer in 2003

Employer Name	Number of Rides
New United Motor Manufacturing, Inc. (NUMMI)	23
Federal Express Corporation	17
Kaiser Permanente	17
UC Berkeley Department of Parking and Transportation	15
Farmers Insurance Group, Inc.	8
City of Oakland	7
Lawrence Berkeley National Laboratory	7
ADP Pro Business	6
AT&T	5
Bayer Corporation	5
Network Equipment Technologies (NET)	4
CH2M Hill	3
IKON Office Solutions - Northern California District	3
Lawrence Livermore National Laboratory	3
Sandia National Laboratories	3
ANG Newspapers	2
City of Pleasanton	2
Dreyers Grand Ice Cream	2
Johnson Controls	2
McNichols, Randick, O'Dea, & Tooliatas	2
Metropolitan Transportation Commission	2
United Airlines, Oakland Maintenance Center	2

Employer Name	Number of Rides
Alameda County Employee Services	1
Applied Biosystems	1
California Dept of Health Services, DEODC	1
California Indemnity/Sierra Insurance Company	1
Celera Diagnostics	1
City of Berkeley	1
PeopleSoft	1
Safeway Inc.	1
VA Livermore Health Care System	1
TOTAL	149

Trip Reasons

The most common reason for using a guaranteed ride home during 2003 was personal illness (30%), followed by unscheduled overtime (26%), family member illness (12%), and the carpool or vanpool driver having to stay late or leave early (11%) (Figure 3-8). The unavailability of carpool/vanpool rides (either the driver stayed late or left early or the vehicle broke down) comprised 21% of the guaranteed rides home in 2003.

Compared with the reasons for all rides taken in the program through 2003, the distribution of reasons was relatively consistent. However, personal illness had a higher percentage in 2003 and personal crisis a lower percentage.

Figure 3-8 Trips Taken by Reason

Reason for Ride	2003 Only		1998 through 2003	
	Number of Rides	Percentage	Number of Rides	Percentage
Personal illness	45	30%	231	28%
Unscheduled overtime	38	26%	219	27%
Family member illness	18	12%	93	11%
Carpool or vanpool driver had to stay late or leave early	16	11%	96	12%
Personal crisis	14	9%	90	11%
Rideshare vehicle not available	12	8%	66	8%
Carpool or vanpool breakdown	3	2%	23	3%
Unknown	3	2%	6	1%
	149		824	

Commute Mode and Trips Taken

As might be expected, a majority of Guaranteed Ride Home trips are taken by those using carpools and vanpools. Figure 3-9 shows that 64% of guaranteed rides home were used by car- and vanpoolers. Because employees who carpool and vanpool have more limited options in terms of when they can return home, they are more likely to be stuck without a ride when an emergency or other unexpected situation arises.

Figure 3-9 Commute Modes Used by Those Using a Guaranteed Ride Home Since Program Inception (1998)²

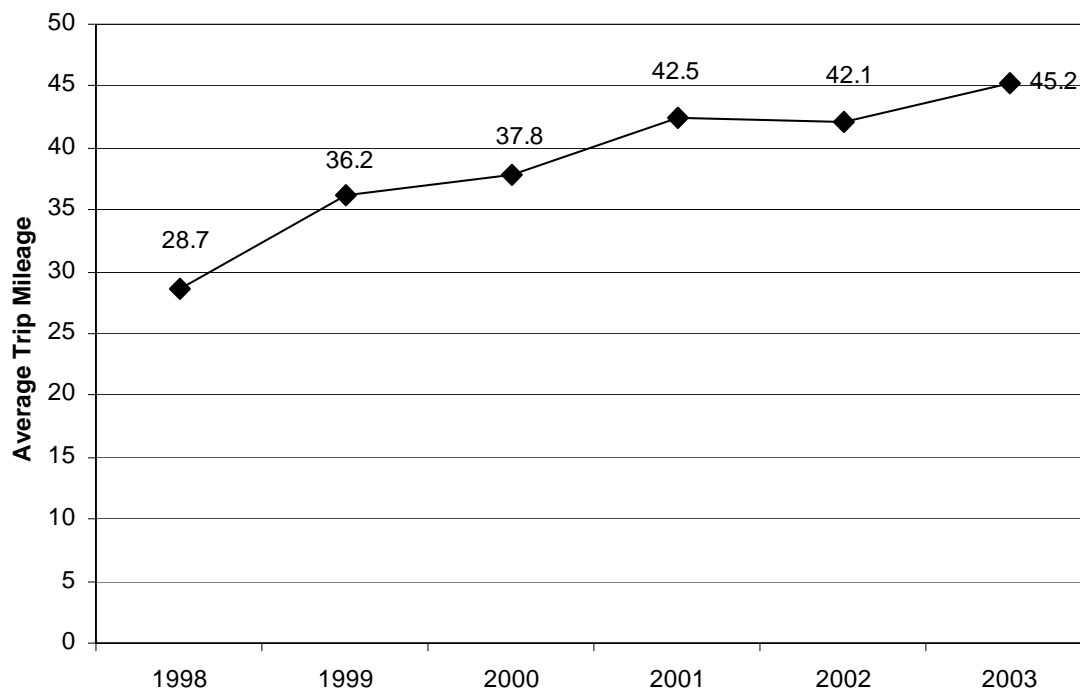
Commute Mode	Number of Rides	Percentage
Carpool or vanpool	507	64%
Train (BART or Other)	155	19%
Bus	124	16%
Bicycle	8	1%
Ferry	1	0%
Walk	1	0%
TOTAL	796	

² This table represents reported commute mode on the day a GRH was taken. Since people often use more than one mode to get to work, modes are counted more than once per person ride. In addition, mode data is not always available for every ride taken. As a result, the total does not add up to the total number of trips taken since the program's inception.

Trip Distance

The average GRH trip distance in 2003 was 45.2 miles. Figure 3-10 shows the trend in average trip mileage (for taxi and rental car trips combined) for each year of the program's existence. The average mileage continued to increase this year probably due to continued sprawl development in the Bay Area and beyond and the high cost of housing. The average trip mileage was 28.7 miles in 1998, 36.2 miles in 1999, 37.8 miles in 2000, 42.5 miles in 2001, and 42.1 in 2002. The average trip mileage for rental car trips was 72.5 miles, an increase from last year's average of 60 miles indicating increased cost savings with the rental car program.

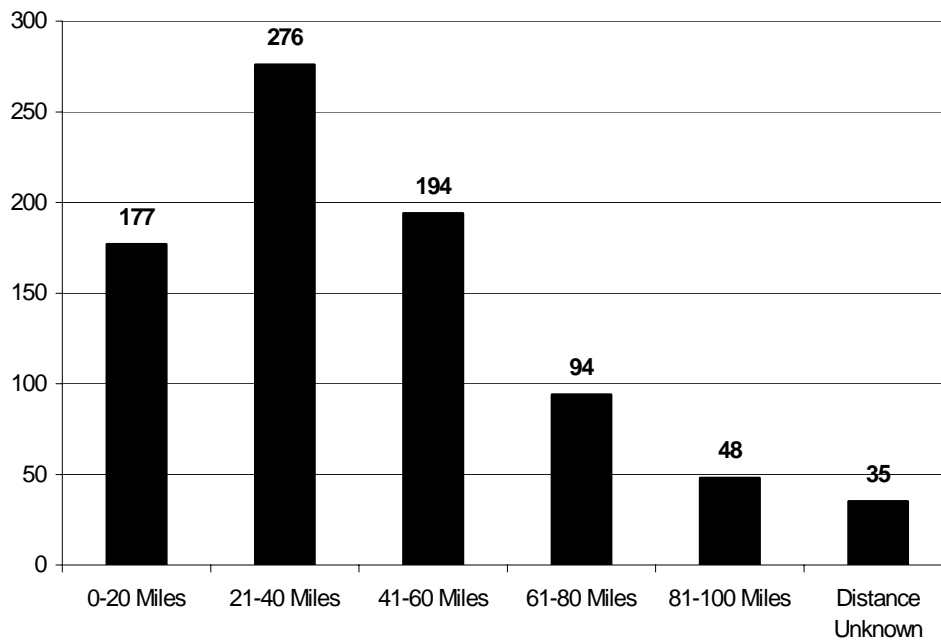
Figure 3-10 Trend in Average Trip Mileage (rental car and taxi trips)



Rides by Distance

Figure 3-11 shows the number of rides taken by distance category. Seventy-four percent (74%) of all trips were more than 20 miles in length. Only 41% of all trips were over 40 miles, and only 17% were more than 60 miles. Only 48 rides, or 6% of all program trips made through 2003, have been over 80 miles.

Figure 3-11 Number of Rides Taken by Distance

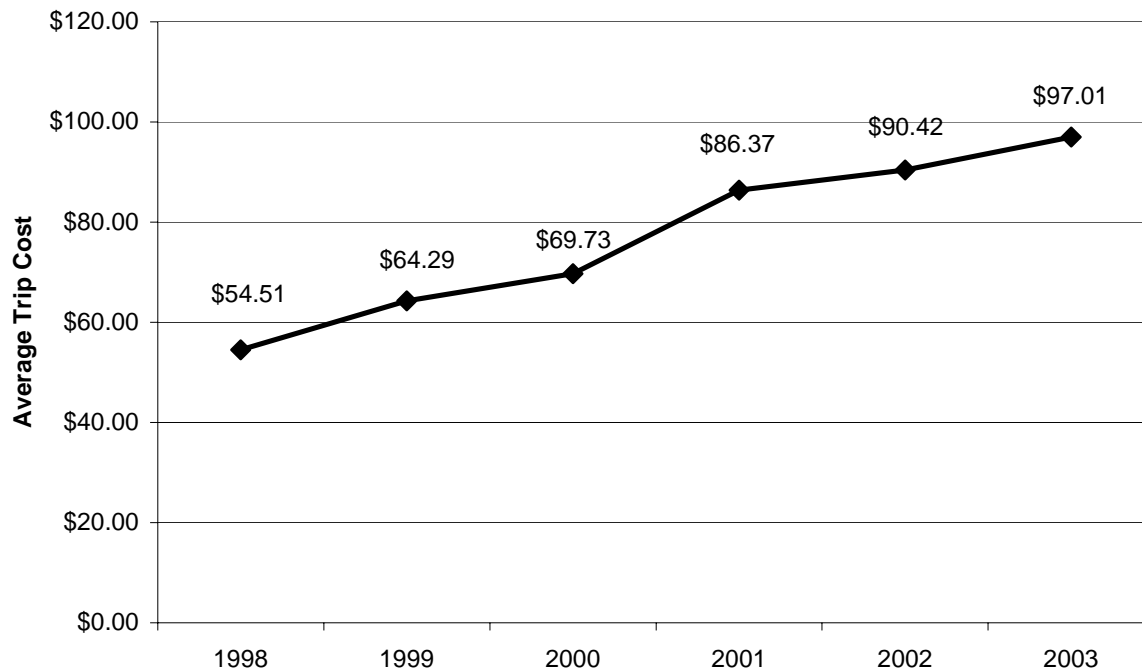


Trip Cost

The average trip cost in 2003 was \$97.01 (for taxi trips only). Fares are calculated at a rate of \$2.00 or \$2.40 per mile plus wait time (depending on the taxi provider), and include a \$2.00 flag rate and any bridge tolls. Passengers are responsible for any gratuities paid to drivers. Figure 3-12 shows the trend in average trip fare for each year of the program's existence. The average fare has increased every year along with an increase in trip distance. The average fare per trip was \$54.51 in 1998, \$64.29 in 1999, \$69.73 in 2000, \$86.37 in 2001, and \$90.42 in 2002.

Rental car rates are fixed at \$55.00 per day regardless of mileage. Employees are responsible for the cost of gasoline, and for paying for any additional days they keep the car. The rental car rate includes unlimited mileage, sales tax, vehicle license fee, delivery and pick-up service, collision damage waiver, supplemental liability protection, and personal accident insurance.

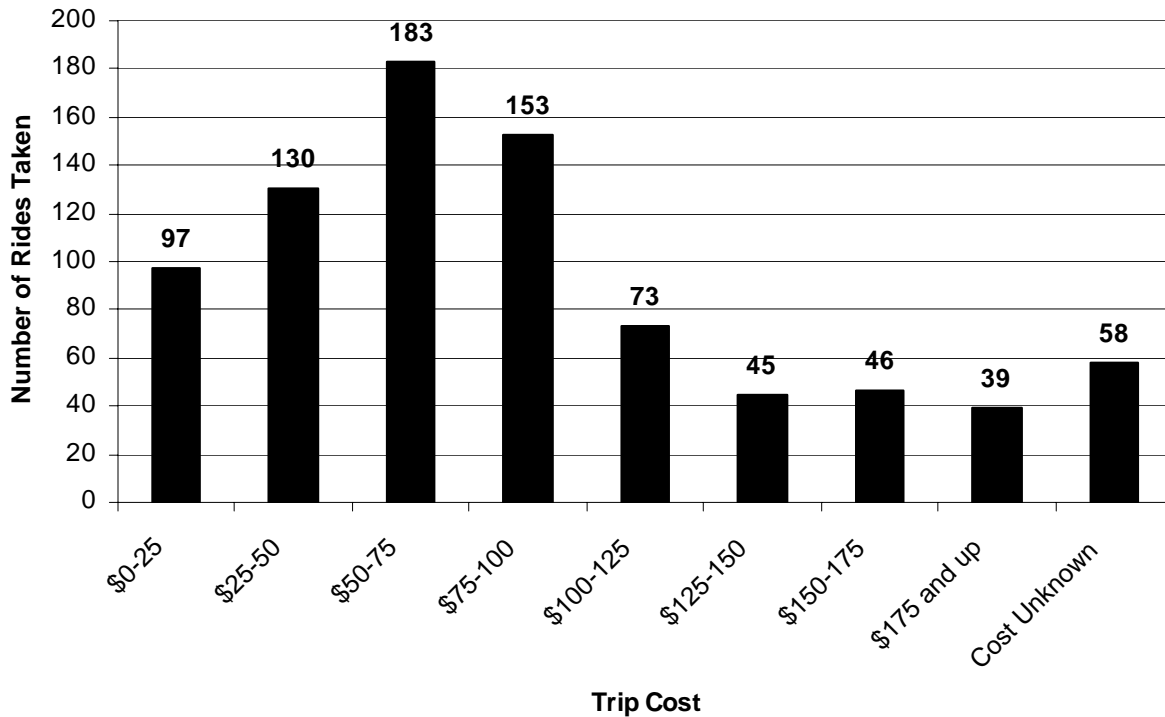
Figure 3-12 Trend in Average Taxi Fare per Trip



Rides by Cost

Figure 3-13 shows the number of taxi rides taken by cost category. Of the total rides, 50% cost less than \$75 and 68% cost less than \$100.

Figure 3-13 Number of Taxi Rides Taken by Trip Cost



Rental Car Savings

Figure 3-14 displays the cost savings associated with the rental car program. Assuming that a ride for which a rental car was used would have cost \$2.00 per mile (because that is the rate charged by the taxi company in the Tri-Valley area where the rental car program was offered) plus a \$2.00 flag fee had a taxi been used instead, the program saved an estimated \$1,120.08 in 2003 by using rental cars.

Figure 3-14 Rental Car Savings in 2002

Mileage	Total Cost	Taxi Ride Cost (\$2/mi + \$2 flag)	Estimated Savings
31	\$55.00	\$64.00	\$9.00
37	\$55.00	\$76.00	\$21.00
79	\$55.00	\$160.00	\$105.00
80	\$55.00	\$162.00	\$107.00
80	\$54.96	\$162.00	\$107.04
100	\$55.00	\$202.00	\$147.00
100	\$54.96	\$202.00	\$147.04
105	\$55.00	\$212.00	\$157.00
105	\$55.00	\$212.00	\$157.00
108	\$55.00	\$218.00	\$163.00
Total Program Savings			\$1,120.08

Employee Commute Patterns

Commute Distance and Location

The employees registered with the program work in a wide variety of jobs representing a range of industries throughout Alameda County, including auto manufacturing, airplane maintenance, insurance sales, telephone services, hotel and retail, municipal government, and scientific laboratories. Based on information provided on employee registration forms, the average commute distance of participating employees in the Guaranteed Ride Home Program (from program inception through 2003) is 31.1 miles one-way.

Although employees must work in Alameda County to be eligible for the program, they may live up to 100 miles away from their worksite and live outside of the county. Program enrollment currently includes residents of 13 different counties (Figure 3-15). Over half of enrolled employees (who we have a known home county for) reside in either Alameda or Contra Costa County.

Figure 3-15 County of Residence for Employees Enrolled in Program

County	Number of Employees Enrolled in Program (1998-2003)	Percent of Employees Enrolled in Program (1998-2003)
Alameda	424	15%
Contra Costa	290	10%
San Joaquin	200	7%
Sacramento	135	5%
Stanislaus	93	3%
Solano	67	2%
Santa Clara	64	2%
San Mateo	45	2%
Merced	41	1%
Marin	7	0%
Yolo	5	0%
Napa	2	0%
Sutter	1	0%
Unknown	1,411	51%
	2,785	

Origin/Destination Frequency

Figure 3-16 shows the most frequent (five or more trips) origin (work) and destination (home) cities for all the trips taken by employees in the program through 2003. The most common trip pairs were Oakland to Oakland (32 trips), Pleasanton to Manteca (31 trips), and Livermore to Oakland (25 trips). The cities with the most trip origins overall are Pleasanton (240 trips) and Oakland (231 trips). The cities with the most trip destinations are Oakland (81 trips), Manteca (76 trips), Tracy (58 trips), Modesto (43 trips), and San Francisco (37 trips).

Figure 3-16 Origin and Destination Cities for Trips Taken by Employees Since Program Inception (1998)

Origin (Work)	Destination (Home)	Number of Trips
Oakland	Oakland	32
Pleasanton	Manteca	31
Livermore	Oakland	25
Oakland	Vacaville	24
Pleasanton	Tracy	24
Oakland	Fairfield	21
Oakland	Manteca	20
Fremont	Modesto	19
Livermore	Tracy	19
Pleasanton	Rodeo	19
Oakland	San Francisco	18
Pleasanton	Modesto	16
Oakland	Vallejo	14
Pleasanton	Merced	14
Fremont	Manteca	13
Fremont	Tracy	12
Livermore	Manteca	11
Livermore	Stockton	11
Pleasanton	Danville	11
Pleasanton	San Francisco	11
Livermore	San Jose	10
Berkeley	Oakland	9

Origin (Work)	Destination (Home)	Number of Trips
Pleasanton	Antioch	9
Pleasanton	Livermore	9
Fremont	Oakland	8
Oakland	Union City	7
Berkeley	Berkeley	6
Berkeley	Sacramento	6
Fremont	Fremont	6
Fremont	Pittsburg	6
Oakland	Alameda	6
Oakland	Hayward	6
Pleasanton	San Jose	6
Berkeley	San Ramon	5
Berkeley	Stockton	5
Fremont	Palo Alto	5
Fremont	Ripon	5
Fremont	Vallejo	5
Oakland	Castro Valley	5
Oakland	Fremont	5
Oakland	Modesto	5
Oakland	Walnut Creek	5
Pleasanton	Concord	5
Pleasanton	Hercules	5
Pleasanton	Patterson	5
Pleasanton	Pleasanton	5

Destination Counties

Figure 3-17 shows the destination counties for all of the trips taken by employees in the program through 2003. The most common trip destination is Alameda County (24%), followed by San Joaquin County (19%), Contra Costa County (17%), and Solano County (10%). These four counties account for nearly 80% of trip destinations.

Figure 3-17 Destination Counties for Trips Taken Since Program Inception (1998)

County	Number of Rides	Percentage
Alameda	194	24%
San Joaquin	157	19%
Contra Costa	137	17%
Solano	81	10%
Stanislaus	54	7%
Sacramento	46	6%
Santa Clara	31	4%
Merced	14	2%
Marin	4	0%
Yolo	3	0%
San Mateo	1	0%
Unknown	102	12%
	824	

Summary

Employer and Employee Registration

- As of December 31, 2003, there were 110 employers and 2,785 employees enrolled in the Guaranteed Ride Home Program.
- This year represents an upswing in both the number of new employers and the number of new employees registering for the program indicating an increase in the effectiveness of our marketing activities.
- North and east Alameda County continue to be the areas with the most employers enrolled in the program. A large percentage of registered employers are located in Pleasanton, partly because of the concentration of employers in the Hacienda Business Park (where there is no employer size limit to register for GRH).

Trips Taken

- The total number of trips taken in the program through 2003 was 824. Approximately 149 trips were taken during the 2003 calendar year, for an average of 12.4 trips per month. The number of trips taken in 2002 was consistent with recent years.
- Eighty-nine percent (89%) of enrolled employees have never used a guaranteed ride home. Of the 422 employees who have taken a trip, 81% have taken only one or two rides.
- Personal illness remains the most common reason for taking a trip in 2003 (30% of trips), followed by unscheduled overtime (26%).
- The most prevalent users of guaranteed rides home are car- and vanpoolers. People who used these modes took nearly 64% of all program trips through 2003.
- The average trip distance has increased every year of the program. The average trip distance in 2003 was 45.2 miles.
- The average trip cost has increased every year of the program. The average trip cost in 2003 was \$97.01 (for taxi trips only).
- Savings from using rental cars totaled \$1,120.08 in 2003. A total of ten rental cars were used in 2003.

Employee Commute Patterns

- The majority of employee participants live in Alameda and Contra Costa Counties. A significant number also live in San Joaquin, Sacramento, and Stanislaus Counties.
- The most common trip origin cities are Pleasanton and Oakland. The most common trip destination cities are Oakland and Manteca.
- Most trip destinations are in Alameda County, followed by San Joaquin, Contra Costa and Solano Counties. These four counties account for nearly 80% of trip destinations.

Chapter 4. Employee Survey

This chapter presents the results of the data collected in January and February 2004 as part of the annual Guaranteed Ride Home Program survey of participating employees.

Methodology

On January 9, 2004, we sent letters to all GRH employer representatives asking them if they would prefer to receive a list of their employees registered for the program and distribute the surveys electronically or with a paper copy through regular mail. Appendix A displays the response by employer with the number and percent of registrants for that employer for comparison. The distribution of respondents per employer is consistent with the program as a whole. If an employer did not respond to our letter requesting assistance with our annual program evaluation and had 10 or more employees registered for the program, we called them up to (and sometimes more than) three times. When employers did not respond to our letter and had fewer than 10 employees registered for the program or did not respond to our repeated telephone messages (when 10 or more of their employees were registered), we contacted their employees directly by email or post (when we did not have their email address).

This year's program evaluation differed from past years in that we provided the option to complete the survey online rather than only by hard copy via fax or post. Of the 619 surveys returned, we received 141 (23%) by hard copy and 478 (77%) online. During the week of January 26, 2003, we sent surveys to the employer representatives via the mechanism (email or post) of their choice. Employer representatives were then asked to forward the survey (electronically or paper copy) to their employees who are registered for the program. When the employers did not respond or specifically requested it, we mailed individual employees the survey, usually via post. All responses were due by February 20, 2004.

The objective of the survey was to solicit participants' opinions about the quality of customer service they had received and to determine how the program may have impacted their transportation mode choices. Although the program regularly collects this information from participants who take taxi or rental car rides, the annual survey enables us to hear from all program participants, regardless of whether or not they have used the service.

The 2003 survey was designed to be consistent with surveys administered in previous years (1998, 1999, 2000, 2001, and 2002) to allow for year-to-year comparisons. However, we made several small improvements to the survey instrument:

- The question asking respondents to rank "Time between sending in your registration form/trip voucher after a trip and receiving a new trip voucher" was eliminated due to a consistent lack of meaningful findings in past years' results. Only a small proportion of survey respondents have actually used their ride vouchers.

- The questions regarding work start and end time had specific time blocks (7-7:29 AM, etc.) to improve ease of data entry; in past years, the question had an open answer.
- The questions on earlier surveys regarding how many days per week the respondent travels to work and by what mode are combined into one question that asks how many days per week the respondent travels by each mode. How the respondent traveled to work before registering for GRH was similarly changed.
- In the past, not all respondents understood the term “alternative modes.” Instead, the 2003 survey said “rideshare, ride transit, bicycle, or walk”.
- The order of the questions was changed to help respondents understand the questions and facilitate the telling of the “story” or their commute.

Appendix 2 displays the paper version of the survey. The online version was nearly identical and provided through surveymonkey.com.

Survey Response

The annual program evaluation effort provides an additional benefit of cleaning the database of employees who may have left their employers or no longer wish to be enrolled in the program. We are notified of this from the employer representatives or, when we contact employee registrants directly, by returned mail sent to the registrants. Of the 2,785 employee registrants current in the database who should have received a survey from their employer or us, 619 were returned, resulting in a 22% response rate. This is higher than the previous year’s response rate of 19% which may be because of the convenience of being able to complete the survey online.

Respondents represent 55 different employers throughout the county, or 73% of all active employers that have one or more employees registered with the program. (A total of 110 employers were registered with the program at the time of the survey, but only 99 of those had registered employees.)

Responses to the questions are summarized in the following sections. It should be noted that the number of respondents who answered each survey question varied, and that results reported in percentages represent the percent of respondents who answered the question rather than the total number of surveys received. Comparisons are made with the results of previous years’ surveys when differences are notable. Responses are organized into three sections:

1. Program Effectiveness
2. Other Commute Characteristics
3. Customer Service Ratings

Program Effectiveness

The purpose of this section is to gauge the positive impact of the GRH program on reducing drive-alone trips based on survey responses. The survey includes several questions intended to measure this influence. These include specific questions on the influence of GRH, how respondents traveled before GRH and at present, and a brief analysis of the total positive impact of the program.

Encouraging Alternative Mode Use

Three questions ask respondents directly how important GRH is in fostering their use of an alternative commute mode. The survey asked respondents who used to drive alone before registering for GRH how important the GRH program was in their decision to make a positive change in their commute mode. As shown in Figure 4-1, the answers were relatively evenly split, with 78% reporting that GRH was at least somewhat important in their decision to stop driving alone.

Figure 4-1 Influence of GRH on Positive Modal Shift

If you drove alone before joining GRH, how important was the GRH program in your decision to begin ridesharing, riding transit, bicycling, and walking for your commute to work?

	Responses	Percentage
Very important (It was the main reason for my switch.)	55	24%
Important (It was an important part of my decision.)	75	33%
Somewhat important (It had some influence.)	47	21%
Not important (I began using alternative modes for other reasons.)	50	22%
Total Respondents	227	

The survey asked respondents if having the GRH program available encourages them to use an alternative mode more often. Most, 61%, reported that it does. Figure 4-2 displays these results. We asked respondents who said “yes,” how many more days they used their alternative mode. They reported an average of 3.36 more days per week (the median answer was 4) because of the GRH program.

Figure 4-2 Influence of GRH on Increasing Alternative Mode Days

Does having a guaranteed ride home program available when you need it encourage you to rideshare (driving with one or more other people in the car carpooling or vanpooling) ride transit (ferry bus train BART ACE Train or shuttle) bicycle or walk MORE OFTEN than you would otherwise?

	Responses	Percentage
Yes	352	61%
No	229	39%
Total Respondents	581	

If GRH were not available, the survey queried, would respondents continue to use their alternative mode and how often? Most respondents (59%) reported that they would continue to use an alternative mode even if the GRH program was not available. Figure 4-3 shows these results.

Figure 4-3 Influence of GRH on Sustaining Alternative Mode Use

If the Guaranteed Ride Home Program were not available would you... (check one)

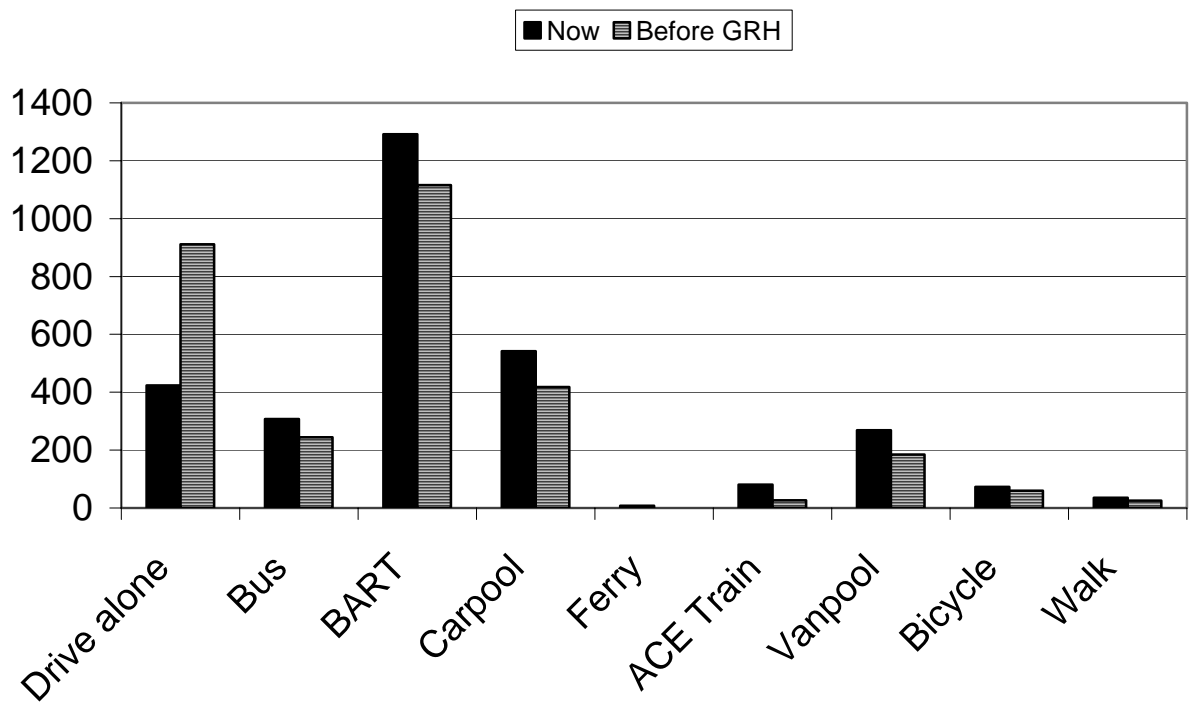
	Responses	Percentage
Stop ridesharing (driving with one or more other people in the car carpooling or vanpooling) riding transit (ferry bus train BART ACE Train or shuttle) bicycling or walking and go back to driving alone?	66	12%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling) riding transit (ferry bus train BART ACE Train or shuttle) bicycling or walking but less frequently than before?	164	29%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling) riding transit (ferry bus train BART ACE Train or shuttle) bicycling or walking at the same frequency as before?	333	59%
Total Respondents	563	

Based on these survey findings, GRH appears to encourage some increase in use of positive modes. Respondents indicated that GRH does have a good influence on their commute decisions. Similarly, they indicated that GRH helps them to continue to reduce their dependence on their cars. On the other hand, respondents also indicated that if GRH were not available, they would most likely continue to travel the way they do now.

Commute Mode Before and After Joining the GRH Program

In order to gain more detail on how respondents have (or have not) changed commute modes since joining the Guaranteed Ride Home Program, the survey asked respondents how many days they traveled by each mode during a typical week before joining the program and how they get to work during a typical week now. More than one-quarter (27%) reported that they had reduced the number of days they drove alone to work by an average of 3.6 days per week per registrant. (Conversely, 7% reported increasing the number of days they drove alone to work since registering for the program by an average of 3 days per week.) Figure 4-4 displays a comparison of the results.

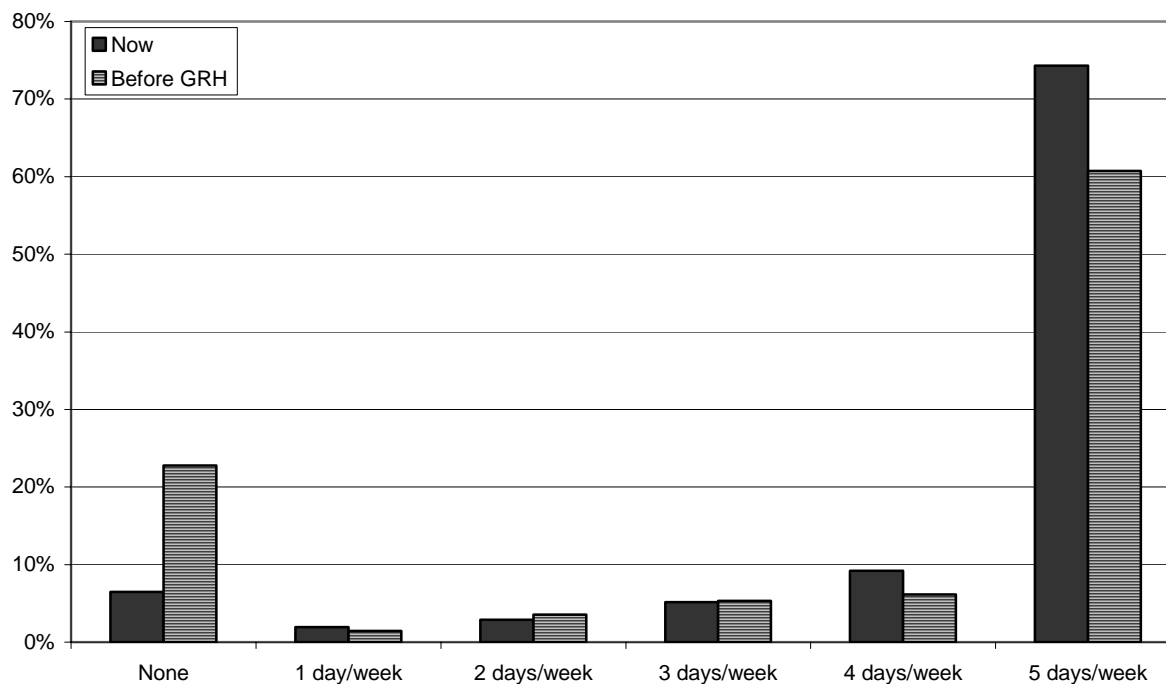
Figure 4-4 Comparison of Commute Mode Days per Week Before and After Joining the GRH Program (Each respondent could answer up to 5 days for each mode)



The most common modes for program participants are BART and carpool. Prior to registering for the program, people generally traveled by BART or drove alone. As shown in Figure 4-4, survey respondents are reporting more than half (54%) the number of days drive alone commuting before they enrolled in the GRH program compared to how they travel now. The increase in vanpooling was also significant after registering for GRH (45%). There was also a 40% increase in the number of days per week people walked to work. The ACE Train experienced the largest increase of 212%, which may also be because people are becoming increasingly familiar with this relatively new transit service.

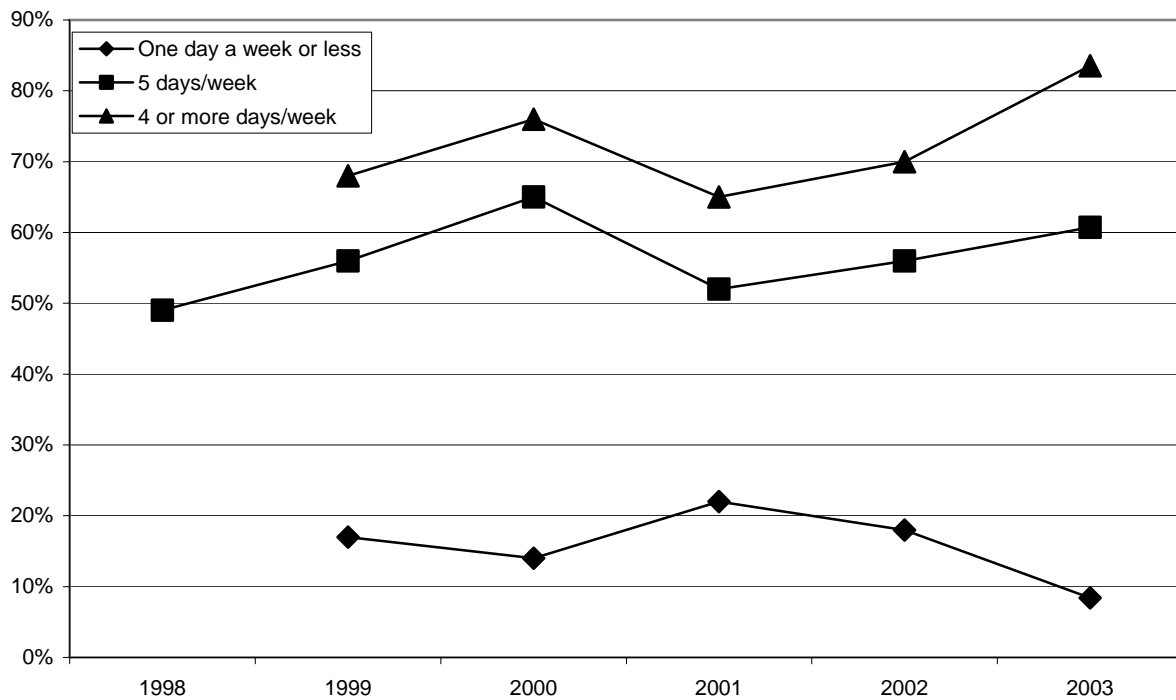
Figure 4-5 displays the number of days per week that respondents use alternative modes now and before registering for the GRH program. As shown, the number of people who do not typically use an alternative mode for their commute declined by 72% before and after registering for the program. On the other hand, the number of people who typically do not drive alone any days per week increased by 22% after respondents registered for GRH.

Figure 4-5 Comparison of Respondent Days per Week Using Non-SOV Commute Modes Now and Before Joining the GRH Program



Data on respondent's alternative mode use since the inception of the program is displayed for comparison in Figure 4-6. Participants who use an alternative mode four or more days per week is at an all-time high of 84%, while those who use an alternative mode five days per week is middling at 61% this year compared with past evaluations. Respondents who use an alternative mode one day per week or less is almost half the lowest of all previous years at only 8%.

Figure 4-6 Frequency of Alternative Mode Use After Joining the GRH Program – Response Trends



Total Number of Drive-Alone Trips Reduced

Based on reported commute modes now and before registering for the GRH program, Figure 4-7 displays SOV miles and trips reduced as a result of the program. These calculations do not take into account program participants who drive alone to access their transit or ridesharing arrangement or the new trips taken in the form of a car- or vanpool. Based on a program cost of \$100,000 per year, the final column displays the cost to reduce one thousand miles of SOV travel and one SOV trip based on 252 workdays per year.

Figure 4-7 Program Effectiveness in Reducing SOV Trips

	Per Week			Per Day		Cost per trip or thousand miles (F = \$100,000 / (E1 * 252))
	One way (A)	Round trip (B = A1 * 2)	Average (C = B1 / A2)	Average (D = C / 5)	Program-wide (E1 = D1 * E2)	
1) SOV miles reduced	15,572.45	31,145	53	11	29,453	\$13.47
2) Total respondents	589				2,785	
1) SOV trips reduced	488	976	1.58	0.32	878	\$0.45
2) Total respondents	619				2,785	

As shown, survey findings indicate that the program can be associated with nearly one thousand trips per day being made using an alternative mode. Of course, not all of these positive modal shifts are directly because of the GRH Program. However, GRH can still be associated with these changes due to a direct or indirect influence. This translates into program costs of \$13.47 per thousand vehicle miles not traveled by a solo driver and only \$0.45 to reduce an SOV trip last year.

Other Commute Characteristics

In order to learn more about the types of commute trips GRH is influencing, we asked a series of specific questions about people's commutes: distance, arrival and departure time, and access mode.

Distance Between Work and Home

As shown in Figure 4-8, participant commute distances tend to be between 11 and 35 miles (50%). Eighty-eight percent (88%) of commutes are 50 miles or less, while a large 17% are less than 6 miles. Only 5% of commutes are between 76 and 100 miles. The program is restricted to people with commutes 100 miles or less, but two respondents reported a commute just over 100 miles. In general, people with longer distance commutes are more likely to find that ridesharing works best for them. These are also the people for whom having a guaranteed ride home can be most influential.

Figure 4-8 Distance Between Work and Home

What is the approximate one-way distance between your work and home?

	Respondents	Percentage
0 to 5 miles	100	17%
6 to 10 miles	47	8%
11 to 20 miles	150	25%
21-35 miles	150	25%
36 to 50 miles	72	12%
51-75 miles	40	7%
76 to 100 miles	28	5%
more than 100 miles	2	0%
Total Respondents	589	
Average distance	26.64	

Work Arrival Times

Arrival and departure times provide some important information on the impact of the program on congestion and air quality. Tables 4-9 and 4-10 display the percent of respondents by arrival and departure time range. GRH registrants are early risers – the most popular time to start work is between 7 and 7:30 AM (20%). Sixty-nine percent arrive at work between 7 and 9 AM. Only 14% start after 9 AM, and 16% before 7 AM.

Figure 4-9 Work Arrival Times of Participating Employees

On a typical day, about what time do you arrive at work?

	Respondents	Percentage
Before 6 AM	16	3%
6-6:29 AM	26	4%
6:30-6:59 AM	57	9%
7-7:29 AM	104	17%
7:30-7:59 AM	124	20%
8-8:29 AM	112	18%
8:30-8:59 AM	88	14%
9-9:29 AM	47	8%
9:30-9:59 AM	10	2%
10 AM or later	23	4%
Total Respondents	607	

Work Departure Times

Departure times are even less varied. As shown in Figure 4-10, most people leave work between 5 and 5:30 PM (24%). Like arrival times, 69% leave during the peak commute hours between 4 and 6 PM. Only 15% leave earlier than 4, and 16% after 6 PM. These commute times are consistent with standard rush hours when the highways are most congested and a reduction in cars on the roads has optimum impact in terms of congestion relief and improved air quality.

Figure 4-10 Work Departure Times of Participating Employees

On a typical day, about what time do you leave work?

	Respondents	Percentage
Before 3 PM	19	3%
3-3:29 PM	17	3%
3:30-3:59 PM	55	9%
4-4:29 PM	81	14%
4:30-4:59 PM	97	17%
5-5:29 PM	143	24%
5:30-5:59 PM	80	14%
6-6:29 PM	53	9%
6:30-6:59 PM	16	3%
7 PM or later	24	4%
Total Respondents	585	

Driving Alone to Access Alternative Modes

Another important component of an individual's commute is how they access their carpool, vanpool, or public transportation. Given that the majority of the air pollution emitted from a car occurs when it undergoes a "cold start" (which occurs first thing in the morning or at the end of the day when the car has been off for many hours), this question provides additional information on the positive impact of the program. Respondents were nearly evenly split between those who drive to access their alternative mode and those who do not. Slightly more, 52%, do not drive alone to access their primary commute mode (Figure 4-11).

Figure 4-11 Access Mode

Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

	Respondents	Percentage
No	309	52%
Yes	284	48%
Total Respondents	593	

Customer Service Ratings

In the customer service section of the survey, participants were asked about the quality of customer service provided by the administrative functions of the GRH Program. Information about the quality of taxi and rental car providers' services was obtained from the ride questionnaires completed by participants who used either a taxi or rental car.

Customer Service Ratings for Administrative Functions

The annual survey asked respondents to rate two areas of administrative customer service:

1. Clarity of the information provided, and
2. Hotline assistance.

(Past surveys also asked about voucher receipt turn-around time, but respondents consistently overwhelmingly responded "don't know"; so, we removed the question.)

The survey included two questions on the quality of customer service that employees received: the clarity of information provided and prompt and knowledgeable assistance when calling the GRH hotline. (GRH administrative staff answer the hotline, 510-433-0320, when they are available during regular business hours and return all voice messages left when the line is not staffed.) As shown in Figure 4-12, customer service ratings were high in both categories for respondents who had an opinion. "Excellent" was the most common answer (with the exception of "don't know" regarding hotline assistance). A large portion of respondents had no opinion about hotline assistance (72%). This is consistent with anecdotal evidence. People understand the program after reviewing the literature, and participants who call the hotline because they are unclear on the parameters of the program usually have a specific question that involves a judgment call on the part of program administrators.

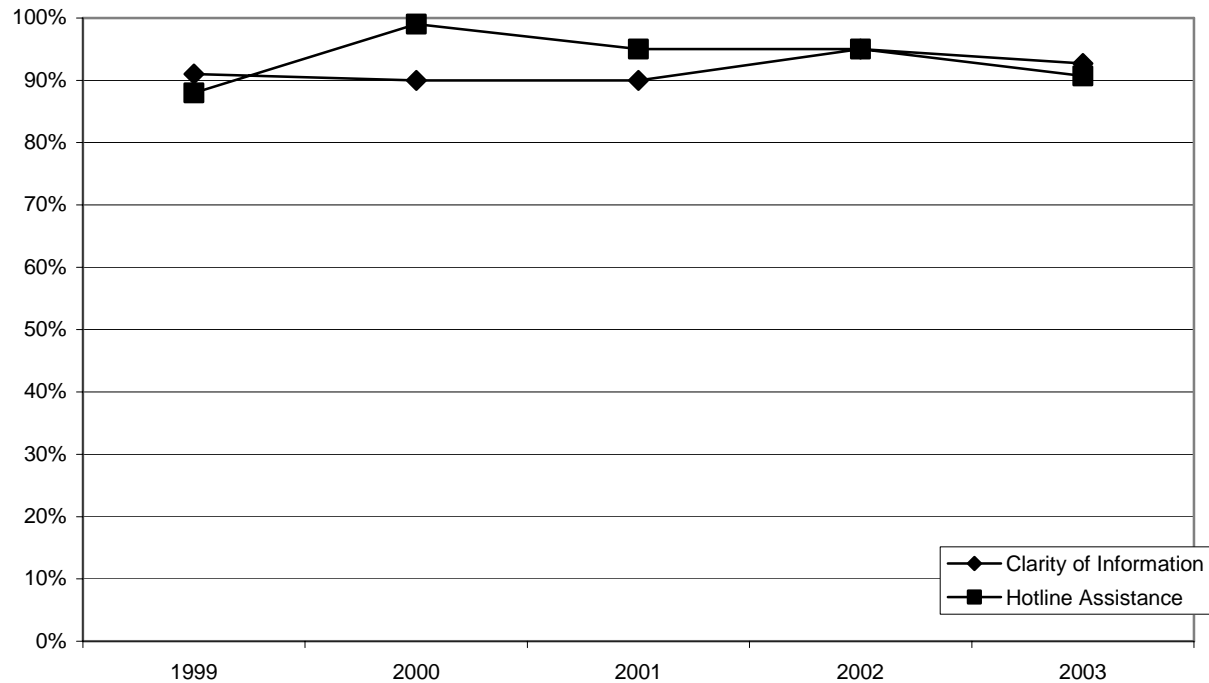
Figure 4-12 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received:

	n=	Excellent	Good	Fair	Poor	Don't know
Clarity of information	596	41%	40%	6%	1%	13%
Hotline assistance	573	15%	10%	2%	0%	72%

Figure 4-13 is a graphic comparison of survey results from every year since the program's inception. As shown, customer service ratings are consistent with prior years – above 90% (for respondents with an opinion).

Figure 4-13 Trends in Customer Service Ratings for Administrative Functions – percent “good” or “excellent” of respondents with an opinion



Customer Service Ratings for Transportation Services

The Guaranteed Ride Home Program has contracts with three taxi companies and one rental car company to provide transportation service for the program:

1. Friendly Cab - Albany, Oakland, Berkeley, Piedmont, Emeryville, Alameda, and San Leandro
2. Net Cab.Com (formerly Fremont City Cab) - Castro Valley, Fremont, Newark, Union City, and Hayward
3. Tri City Cab - Dublin, Livermore, and Pleasanton
4. Enterprise Rent-A-Car – Dublin, Livermore and Pleasanton

During 2003, 149 rides were taken by 96 different employee participants. Rides were divided between Friendly Cab (75 rides), Tri-City Cab (35 rides), and Net Cab.Com/Fremont

City Cab (26 rides). A rental car was used for 10 of the rides. (Two ride records did not have the taxi company recorded.)

Most of the participants who completed their ride questionnaires (135 ride questionnaires were received at least partially complete) rated their overall program experience and taxi or rental car service quality as either good or excellent. The great majority also reported that taxi drivers and rental car agents were friendly and helpful (99%, n = 129) and that vehicles were clean (98%, n = 131). Most taxi passengers reported a wait time of 15 minutes or less (74%, n = 135). Another 19% waited between 15 and 30 minutes. Seven percent waited more than 30 minutes for Friendly Cab (3 passengers), Net Cab.Com (1 passenger), and Tri-City Cab (6 passengers). There was one complaint of a passenger having to wait 75 minutes for their pick up by Friendly Cab. The average wait time was 12 minutes. Overall, program participants appear to be receiving good service from all three taxi providers.

Only 10 rental car rides were taken this year, and all participants who used a rental car were very pleased with the service. Participants also appreciated the greater flexibility in travel afforded by a rental car.

Only 20 passengers ranked their overall GRH experience, and all of them said it was either "good" or "excellent". Usually we include a Figure comparing trends in ride satisfaction with previous years, but given the small response rate and overwhelmingly positive nature, comparison would be meaningless.

Summary

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2003 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 78% of respondents who used to drive alone said that it was at least somewhat important. Most, 61%, of all respondents reported that the GRH program encourages them to use alternative modes more days than they would otherwise. If the GRH Program were not available, the majority (59%) reported that they would still use an alternative mode.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH program. The most common modes were BART, driving alone, and carpooling. Program participants reported a 54% reduction in the number of days they drive alone since enrolling in GRH. Compared with past years' survey findings, more participants are using alternative modes 4 or more days per week, and fewer one or fewer days.
- Using these survey findings, we are able to extrapolate to the impact of the program on travel behavior of all participants. The program reduces nearly 30 thousand miles of single occupancy vehicle travel each year and close to one thousand SOV trips per day. When annualized and compared with program costs, GRH costs \$13.47 per thousand SOV miles reduced and \$0.45 per SOV trip reduced.

To learn more about the commute trips GRH affects, the survey included a few questions on these trips:

- Commute distances are generally 50 miles or less (88%). Half (50%) are between 11 and 35 miles.
- Most (69% each) program participants travel to work during peak commutes hours of 7-9 AM and 4-6 PM.
- About half (52%) of respondents do not drive alone to access their primary commute mode of transit or ridesharing.

The survey includes two questions to evaluate participant's level of satisfaction with the customer service provided in the program. Additional information on service satisfaction is collected in the survey participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH. However, wait time for a taxi was slightly longer than stipulated in the contract (74% waiting 15 minutes or less – it should be 80% – and 7% waiting longer than 30 minutes – it should be none). One passenger waited for 75 minutes for Friendly Cab on one occasion.

Chapter 5. Recommendations

The Alameda County CMA Guaranteed Ride Home Program has been successful in achieving the goal of bringing about a modal shift from driving alone to alternative transportation modes. Data from this year's participant survey indicate that the program is continuing to reduce the number of drive-alone trips made within the county by eliminating one of the significant barriers to alternative mode use – namely, the fear of being unable to return home in the event of an emergency.

Recommendations for 2003, made in the 2002 report, and their outcome include:

Recommendation	Outcome
1. Implement the rental car program countywide	This recommendation will be fully implemented by April 2004.
2. Reduce or eliminate the requirement that employers must have 100 or more employees to be eligible for the Guaranteed Ride Home Program	The recommendation was not implemented in 2003. However, we recommend this program change again for 2004.
3. Continue to implement a comprehensive marketing approach	This recommendation is on-going.
4. Develop a list of frequently asked questions for program participants	Program materials currently address key participant concerns.
5. Investigate program changes to/from provide taxi rides from BART stations outside of Alameda County as a cost savings measure ¹	This recommendation was not implemented because the rental car program provides more significant cost savings than this one would.

This year's evaluation did not uncover any major program problems. Consequently, this chapter identifies program modifications aimed at enhancing the GRH Program in order to improve its performance and effectiveness for the 2004 operating year. The recommended program changes and enhancements from this evaluation include:

1. Continue to implement a comprehensive marketing approach.

In 2003, marketing efforts will focus on 1) co-marketing with other programs promoting commute alternatives; 2) direct marketing to employers (through RIDES or directly to employers from a list, if we buy one); 3) maximizing program exposure via the internet and other media; and 4) maintenance marketing and outreach activities directed to inactive (or minimally active) employers throughout Alameda County. Following is a further explanation of some of these efforts:

¹ One possible cost-saving program change was to provide a ride to employees who lived near a BART station with a ride to BART instead of all the way home. This was proposed in the last program year, but not implemented because the rental car program provided better cost savings and a higher level of service.

- **Continue co-marketing efforts with other organizations that promote commute alternatives.**

The GRH Program will continue to focus on building partnerships with other organizations that promote commute alternatives, including RIDES, local transit agencies, vanpool providers and commute benefit providers (such as Commuter Check).

- **Continue to directly market the program to large employers in the county as well as large business and office parks.**

We will work with cities and chambers of commerce to identify large employers and business/office parks in the county who have not yet received information about the GRH program. We will target marketing efforts at these employers, particularly those who are located in underrepresented areas. We should also consider purchasing a list of major employers from InfoUSA for \$200 and contact them about GRH (which would take about 90 hours from other types of program marketing).

- **Contact inactive, or minimally active, employers who are already enrolled.**

We will also continue to contact employers with very few or no registered employees in order to increase employee enrollment among those employees who are already eligible for the program. These outreach efforts will also help staff identify those employers who are no longer interested in participating in the GRH program.

2. Consider having a new video made to promote the Program.

Employers occasionally request the video to promote GRH to their employees. However, the video no longer includes current information such as the rental car program and the necessity to give the taxi driver a tip. The video could also be changed to emphasize how to avoid recent problems with the program such as participants inadvertently using the wrong cab company. It will be important to evaluate the cost effectiveness of video production relative to its ability to recruit new employee registrants and determine if this is a productive use of funds. The approximate cost to update the video is \$10,000; these funds would need to be supplied in addition to the program's existing budget.

3. Administer a survey to employer representatives.

The CMA program manager inquired how employers currently market GRH. This question and a number of others could be answered with an employer survey. An employer survey might also include number of employees, other commute services provided, additional contact information, and level of commitment to the GRH program. Surveys also provide an opportunity to contact employers to foster a higher level of communication and increased awareness of the GRH Program. This recommendation could be implemented as part of the existing program budget included with marketing efforts.

4. Evaluate the impact of expanding the rental car program countywide.

The evaluation of the rental car program is displayed in Chapter 3 (Figure 3-14). We will conduct a similar evaluation of the countywide program in the 2004 program evaluation report.

² Because employers with less than 100 employees are excluded from participating in the CMA's Guaranteed Ride Home Program, it may be more difficult or impossible for them to participate in the U.S. EPA's Best Workplaces for Commuters program.

³ As mentioned earlier, another option is to maximize employers registered given the existing constraints. To do this, we would need to spend \$200 to purchase the employer list from InfoUSA and about 90 hours of our marketing time contacting them (about 60% of budgeted time in the current scope).

APPENDIX A

REGISTRANTS & RESPONSE BY EMPLOYER

Appendix A

Registrants and Response by Employer

Employer Name	Registered Employees	Percent of All GRH Registrants	Survey Respondents	Percent All Survey Respondents	Employer Response?
Kaiser Permanente	746	25%	232	37%	Y
UC Berkeley Department of Parking and Transportation	190	6%	42	7%	Y
City of Oakland	83	3%	40	6%	Y
Caltrans - Department of Transportation	118	4%	23	4%	LM 1/19, 1/26, 1/30
City of Berkeley	86	3%	23	4%	Y
AT&T	70	2%	19	3%	LM 1/22, 1/26
New United Motor Manufacturing, Inc. (NUMMI)	200	7%	18	3%	Y
Bayer Corporation	111	4%	18	3%	Y
Alameda County Employee Services	74	2%	18	3%	Y
Mervyns California (Hayward)	57	2%	16	3%	Y
City of Pleasanton	25	1%	14	2%	Y
PeopleSoft	55	2%	10	2%	LM 1/22, 1/26, 1/30
Diversified Collection Services, Inc. (DCS)	29	1%	10	2%	Y
Farmers Insurance Group, Inc.	88	3%	9	1%	Y
California State University, Hayward	19	1%	9	1%	Y
Metropolitan Transportation Commission	28	1%	8	1%	Y
Clorox Services Company - Pleasanton	19	1%	8	1%	LM 1/22, 1/26 on vacation until 2/2, LM 2/2
Federal Express Corporation	17	1%	6	1%	Y
U.S. Department of Energy, Oakland Operations Office	16	1%	6	1%	only send employee list
California Indemnity/Sierra Insurance Company	21	1%	5	1%	LM 1/22, 1/26
Shaklee Corporation	21	1%	5	1%	LM 1/22, 1/26, 1/30
ANG Newspapers	22	1%	4	1%	Y
IKON Office Solutions - Northern California District	12	0%	4	1%	Y

Employer Name	Registered Employees	Percent of All GRH Registrants	Survey Respondents	Percent All Survey Respondents	Employer Response?
California Dept of Health Services, DEODC	5	0%	4	1%	Y
Lawrence Livermore National Laboratory	245	8%	3	0%	Y
Network Equipment Technologies (NET)	15	1%	3	0%	Y
City of San Leandro	9	0%	3	0%	Y
Alaska Airlines	13	0%	2	0%	Y
ADP Pro Business	10	0%	2	0%	LM 1/22, 1/26,1/30
Applied Biosystems	9	0%	2	0%	Y
Safeway Inc.	9	0%	2	0%	
Johnson Controls	6	0%	2	0%	Y
Valley Care Health System	6	0%	2	0%	
Las Positas College	5	0%	2	0%	Y
Southwest Airlines	4	0%	2	0%	email employees
Alta Bates Comprehensive Cancer Center	3	0%	2	0%	email employees
Computers and Structures, Inc.	3	0%	2	0%	Y
U.S. Department of Justice/Bureau of Prisons	12	0%	1	0%	Y
APL Ltd.	11	0%	1	0%	LM 1/30
CH2M Hill	11	0%	1	0%	Y
Roche Molecular Systems	11	0%	1	0%	Y
Lucas Nova Sensor	9	0%	1	0%	
Celera Diagnostics	7	0%	1	0%	email employees
SCJ Insurance Services	7	0%	1	0%	
Assoc. Third Party Administrators	6	0%	1	0%	
Dreyers Grand Ice Cream	6	0%	1	0%	
Pixar Animation Studios	6	0%	1	0%	
Microgenics Corporation	5	0%	1	0%	
Protein Design Labs, Inc.	5	0%	1	0%	
Scios Inc.	4	0%	1	0%	email employees
Federal Aviation Administration	3	0%	1	0%	
RIDES for Bay Area Commuters, Inc.	3	0%	1	0%	LM 1/26,1/30
Paychex	3	0%	1	0%	
Hacienda Owners Association	1	0%	1	0%	

Employer Name	Registered Employees	Percent of All GRH Registrants	Survey Respondents	Percent All Survey Respondents	Employer Response?
McNichols, Randick, O'Dea, & Tooliatas	1	0%	1	0%	
Lawrence Berkeley National Laboratory	68	2%	0		Y
Sandia National Laboratories	33	1%	0		Y
VA Livermore Health Care System	32	1%	0		Y
HealthNet	22	1%	0		Y
Alameda County Medical Center, Highland Campus	21	1%	0		LM 1/27, 1/30
East Bay Conservation Corps	19	1%	0		Y
Scientific Technologies, Inc.	19	1%	0		Y
Barra, Inc.	16	1%	0		Y
Sleep Train Mattress Center (Distribution)	14	0%	0		Y
AC Transit	10	0%	0		LM 1/19; on vacation until 2/2, LM 2/2
City of Hayward	10	0%	0		Y
Golden Grain/Quaker Oats	6	0%	0		
Thoratec Corporation	6	0%	0		
Judah L. Magnes Museum	5	0%	0		inactive
MBH Architects	5	0%	0		
IDE/Cybeq Systems	5	0%	0		
California School for the Deaf	4	0%	0		Y
City of Alameda	4	0%	0		
Radisson Hotel Berkeley Marina	4	0%	0		
Wind River Systems	4	0%	0		
Bay View Nursing & Rehab Center	3	0%	0		
City of Emeryville	3	0%	0		Y
Lam Research Corporation	3	0%	0		
MDC Vacuum Products	3	0%	0		
Southwestern Bell Communications Long Distance	3	0%	0		
Abgenix, Inc.	2	0%	0		
Ask Jeeves	2	0%	0		Y
Chevy's, Inc.	2	0%	0		
Chez Panisse Restaurant	2	0%	0		
Cholostech Corp.	2	0%	0		
Coca-Cola Bottling Company of California	2	0%	0		

Employer Name	Registered Employees	Percent of All GRH Registrants	Survey Respondents	Percent All Survey Respondents	Employer Response?
University of California, Office of the President	2	0%	0		
CB Richard Ellis	2	0%	0		returned, LM 1/26
Baxter Healthcare Corporation	1	0%	0		
California School of Professional Psychology	1	0%	0		
Con-Cise Contact Lens Co.	1	0%	0		Y
Onsite Companies	1	0%	0		
St. Rose Hospital	1	0%	0		
Therma-Wave	1	0%	0		
Chubb Insurance	1	0%	0		
Individual Software, Inc.	1	0%	0		
John W. Noonan Professional Corporation	1	0%	0		
Robert Half International	1	0%	0		Y
Sprint PCS	1	0%	0		
Transdyn Controls, Inc.	1	0%	0		

APPENDIX B

SURVEY INSTRUMENT

Appendix B: Survey Instrument



Program Evaluation

Thank you for participating in the Alameda County CMA Guaranteed Ride Home (GRH) Program.
Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program.
YOUR HELP IS GREATLY APPRECIATED! Please return by **February 20, 2004**. Mail or fax to (415) 284-1554.
Or, complete this survey on-line at www.grh.accma.ca.gov/grh/survey.htm

Employer Name: _____

Your Name (optional): _____

1. Please rate the quality of customer service you have received:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Prompt and knowledgeable assistance when calling the GRH Hotline.					

2. How long have you been participating in the Guaranteed Ride Home Program?

☐ Less than 6 months ☐ 1 to 2 years
☐ 6 months to 1 year ☐ More than 2 years

3. Have you ever used your issued GRH voucher?

☐ Yes ☐ No

4. On a typical day...

About what time do you arrive at work?

☐ Before 6 AM ☐ 6-6:29 AM ☐ 6:30-6:59 AM
☐ 7-7:29 AM ☐ 7:30-7:59 AM ☐ 8-8:29 AM
☐ 8:30-8:59 AM ☐ 9-9:29 AM ☐ 9:30-9:59 AM
☐ 10 AM or later

About what time do you leave work?

☐ Before 3 PM ☐ 3-3:29 PM ☐ 3:30-3:59 PM
☐ 4-4:29 PM ☐ 4:30-4:59 PM ☐ 5-5:29 PM
☐ 5:30-5:59 PM ☐ 6-6:29 PM ☐ 6:30-6:59 PM
☐ 7 PM or later

5. What is the approximate one-way distance between your work and home?

_____ miles

6. What is your PRIMARY transportation mode (the mode you spend the most time in during your commute) to work NOW? (Make sure total days add up to the total number of days you work per week)

OF DAYS PRIMARY MODE OF TRANSPORTATION

_____ Drive Alone
 _____ Bus
 _____ Ferry
 _____ BART
 _____ Vanpool
 _____ ACE Train
 _____ Bicycle
 _____ Walk
 _____ Carpool (driving or getting a ride with one or more other people in the car)
 _____ TOTAL DAYS YOU WORK PER WEEK

7. Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

☐ Yes ☐ No

8. BEFORE joining the GRH Program, what was your PRIMARY transportation mode (the mode you spent the most time in during your commute) to work? (Make sure total days adds up to the total number of days you worked per week)

OF DAYS PRIMARY MODE OF TRANSPORTATION

_____ Bus
 _____ Ferry
 _____ Bicycle
 _____ BART
 _____ Walk
 _____ ACE
 _____ Vanpool
 _____ Carpool (driving or getting a ride with one or more other people in the car)
 _____ Drove Alone (go to question 9)
 _____ TOTAL DAYS YOU WORKED PER WEEK

9. If you DROVE ALONE BEFORE you joined the GRH program, how important was the Guaranteed Ride Home Program in your decision to BEGIN ridesharing¹, riding transit², bicycling or walking for your commute to work?

☐ Very important. (It was the main reason for my switch.)
☐ Important. (It was an important part of my decision.)
☐ Somewhat Important. (It had some influence.)
☐ Not Important. (I began using alternative modes for other reasons.)

10. If the Guaranteed Ride Home Program were not available, would you... (check one)

☐ Stop ridesharing¹, riding transit², bicycling, or walking, and go back to driving alone.
☐ Continue ridesharing¹, riding transit², bicycling, or walking, but less frequently than before.
☐ Continue ridesharing¹, riding transit², bicycling, or walking at the same frequency as before.

11. Does having a guaranteed ride home available when you need it encourage you to rideshare, take transit, walk, or bike MORE OFTEN than you would otherwise?

☐ Yes ☐ No

How much more often? _____ days per week

12. Comments: _____

¹ Ridesharing includes driving with two or more people in the car (including the driver), carpooling and vanpooling.

² Transit includes ferry, bus, train, BART, ACE Train, and shuttle.

Questions about this survey or the program? Call 510-433-0320. THANK YOU for completing this survey! Your responses are important to the program's continued success.

APPENDIX C

RESEARCH IN SUPPORT OF A REDUCTION
OR ELIMINATION OF THE NUMBER OF
EMPLOYEES REQUIREMENT

Appendix C

Research in support of a reduction or elimination of the number of employees requirement

Figure C-1 Number of Employees and GRH registrants
(for employers with a known number of employees)

Employer Name	Employees	GRH Registrants	Percent of GRH registrants	Percent of Employees registered for GRH
AT&T	1000	220	22%	22%
Farmers Insurance Group, Inc.	600	136	13%	23%
PeopleSoft	2500	69	7%	3%
Sandia National Laboratories	1000	41	4%	4%
California Indemnity/Sierra Insurance Company	40	40	4%	100%
City of Pleasanton	550	31	3%	6%
Clorox Services Company - Pleasanton	500	24	2%	5%
Alameda County Medical Center, Highland Campus	1600	21	2%	1%
Network Equipment Technologies (NET)	800	20	2%	3%
Scientific Technologies, Inc.	220	19	2%	9%
U.S. Department of Energy, Oakland Operations Office	363	18	2%	5%
ADP Pro Business	850	18	2%	2%
Johnson Controls	600	14	1%	2%
IDE/Cybeq Systems	24	12	1%	50%
APL Ltd.	900	11	1%	1%
California School for the Deaf	425	9	1%	2%
Safeway Inc.	950	9	1%	1%
California Dept of Health Services, DEODC	200	8	1%	4%
Wind River Systems	300	8	1%	3%
Southwestern Bell Communications Long Distance	400	8	1%	2%
Golden Grain/Quaker Oats	150	6	1%	4%
Protein Design Labs, Inc.	250	6	1%	2%
Las Positas College	442	6	1%	1%
Pixar Animation Studios	1000	6	1%	1%

Employer Name	Employees	GRH Registrants	Percent of GRH registrants	Percent of Employees registered for GRH
Southwest Airlines	2470	4	0%	0%
Computers and Structures, Inc.	18	3	0%	17%
Paychex	100	3	0%	3%
Alta Bates Comprehensive Cancer Center	176	3	0%	2%
Cholostech Corp.	150	2	0%	1%
John W. Noonan Professional Corporation	5	1	0%	20%
McNichols, Randick, O'Dea, & Tooliatas	30	1	0%	3%
Individual Software, Inc.	55	1	0%	2%
California School of Professional Psychology	165	1	0%	1%

Figure C-2 displays the first 10 GRH programs found on the internet (through a Google search) and their employer requirement.

Figure C-2 Other GRH Program's Employer Requirements

Program	Location	Employer Requirement
Commuter Connections	Washington DC Area	No employer requirement
Commuter Programs Regional	Twin Cities metro, MN	No employer requirement
Perimeter Transportation Coalition	Atlanta, GA	Employers or building managers must be a member of the organization (and pay membership fee)
Ada County Highway District's Commuteride office	Boise, ID	Employers must be a member of the organization (and pay membership fee)
Metropolitan Transit Authority	Harris County, Texas	No employer requirement
Contra Costa Commute Alternative Network (CC CAN)	Contra Costa County, CA	No employer requirement
Kitsap Transit	Bremerton, WA	No employer requirement
Eco Pass/RTD	Denver, CO	Eco Pass card holders only; no employer requirement
Southeast Michigan Council of Governments	Southeast Michigan	No employer requirement
Commuter Services of North Florida	North Florida	Registered car- and vanpool users only; no employer requirement